

**An investigation into staff retention issues in a
New Zealand District Health Board**

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**A thesis submitted in partial fulfillment of the
requirements for the degree of Masters of Business,
Unitec New Zealand, 2008**

DECLARATION

Wilfrid Rodrigues

This thesis is submitted in partial fulfillment for the requirements for the Unitec degree of Master in Business, 2008.

I confirm that:

- This thesis represents my own work;
- The contribution of supervisors and others to this work was consistent with the Unitec Regulations and Policies.
- Research for this work has been conducted in accordance with the Unitec Research Ethics Committee Policy and Procedures, and has fulfilled any requirements set for this project by the Unitec Research Ethics Committee.

Research Ethics Committee Approval Number: 2006.663

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LIST OF ABBREVIATIONS

HRM	: Human Resource Management
ADHB	: Auckland District Health Board
PA	: Performance Appraisal
AHP	: Allied Health Professional
MS	: Management Staff
SME	: Medium Size Enterprises
MBI	: Maslach Burnout Inventory
SEMT	: Structural Equations Modeling Test
HR	: Human Resources
SPSS	: Statistical Package for the Social Sciences
N7 or NUDIST 7	: Non Numerical Unstructured Data Indexing Searching and Theorizing

ABSTRACT

Aligning the human resource management (HRM) to improve the business performance objectives is a major commitment of the Auckland District Health Board (ADHB). The proposed strategic planning document of the ADHB (http://adhbintranet/proposed_strategic_plan.htm) states that the organisation seeks to retain desired and committed staff to improve effectiveness and increase productivity. The proposal clearly stipulates the key priorities and strategies across the board to improve human resource outcomes. One of the two major goals, which is part of the key priorities for the next five years, is to develop a strong health infrastructure which includes workforce, information technology and performance assessment. The second goal is to introduce sound employment relations strategies towards retention of desired employees. To attain these goals the focus of the ADHB was to reduce costs by retaining desired and committed employees especially international employees.

A crucial factor in retaining desired international employees is to understand the needs and discontent in their employment relationship. It was necessary to understand the factor that encourages international employees to stay in their employment with the ADHB. Literature has focused on turnover models to explain various reasons for employee turnover. The models differ from each other, for example, in the type of explanatory variables modeled. Despite the uniqueness that exists between different models of employee turnover, they are linked by a key factor. Undoubtedly, employee turnover models seek to measure and predict for all employees, at all time and across all environments. The literature review highlights, based on evidence that these types of 'one size fits all' models are incorrect indicators of employee turnover. The critics of such type of models propose that a greater understanding of the employee turnover may be attained through the development of organisational specific models of turnover that consider variables which are important to the particular organisation and environment.

The interviews with employees' reveal that the expectations and needs of international employees are not fulfilled leading to dissatisfaction and perhaps employee turnover. On the other hand, the interviews with employers indicate that they have provided the required tools to employees to complete their jobs satisfactorily. The findings demonstrate that employee and employer views differ widely. International employees have indicated the following 'needs' as being important in order to decrease the intent to quit: Job Satisfaction, Training, Work/Life Benefits, Collective Bargaining Forum, Organisational Commitment, Career Development Plan and Internal Alternative Job Opportunities.

The findings have further indicated the 'discontent' of the international employees to the work relationship in the ADHB. They are lack of promotion opportunities, performance appraisal process and low wages. Lack of efforts towards understanding 'inter cultural communication' and 'cultural integration' has led international employees to indicate these variables as potentially leading factors in increasing employee turnover.

The research study was undertaken at the ADHB. The participants were international employees from diverse cultures across the globe. In Phase I, survey questionnaires were sent to 200 eligible international employees. The determinants considered important for employees were identified by analysing the survey instruments/comments. These determinants were then expanded into probing open ended questions to seek in-depth answers. The interview questions were centered on understanding the needs and discontent of international employees. The results of the survey were cross tabulated with dependent variables and are categorised under patterns of participation. In addition, interviews were analysed based on thematic analysis. The findings from this study show employees and employer representatives reporting wide disparities. The reason for this incongruence is explored in the context of ADHB's retention strategies with recommendation including four-point strategy to retain desired and committed international employees.

1. CHAPTER ONE: INTRODUCTION

The current research focuses on the international employee population employed in a New Zealand District Health Board. This population was chosen in view of the practical implications, specifically the significant financial cost, associated with hiring skilled international staff and the desire to retain the staff in order to improve effectiveness, increase productivity and minimise the shortage of skilled staff.

The rationale of the current study to focus on international employees is to understand what was important to encourage and retain the staff by evaluating their needs and discontent to employment relationship. This was deemed necessary prior to allocating resources in order to stem the flow of voluntary resignations from international employees (Abbasi & Hollman, 2000). The rationale was supported by the proposed strategic planning document of the Auckland District Health Board (ADHB) stating that the organisation seeks to retain desired and committed staff to improve effectiveness and increase productivity.

The research pays attention to the link between retaining desired employees and the organisation's competitiveness and efficiency goals (Gunnigle & Moore, 1994). The findings might assist planning in order to reduce employee turnover, retain the right skill mix of staff and to suggest recommendations for effective retention strategies within the four major hospitals (Auckland City Hospital, Starship Hospital, National Women's Hospital and Greenlane Clinical Centre) under the aegis of the ADHB.

The study focuses on the retention of international employees working within the ADHB. This study makes an important contribution to current knowledge by studying predictors of employee turnover collated from international employees in relation to age, gender, tenure of service, employment contract and job position within the ADHB which is explained in chapter four.

From a practical standpoint, this study has some implications. Significant costs are associated with the selection, orientation and training of international employees. In time, these employees accrue substantial value to the organisation as a function of the number of years they work in the organisation. Taking into account the high monetary cost involved in recruitment, training and replacement of qualified international employees' even low levels of turnover is costly and as such, the ability to identify the need and discontent influencing turnover intentions by an international employee is particularly crucial and would result in cost savings to the health organisation. First, this study includes a hypothesised precursor to identify the needs as well as the factors influencing discontent in the employment of international employees.

Second, an analysis of literature was undertaken in order to identify employee turnover variables that are particularly relevant to the health sector. The literature review indicated several individual and organisational variables that affect the employee turnover process. In this study two unique variables interpersonal communication and individual cultural integration have been highlighted as important turnover related variables based on interviews with international employees and their employers. It is, therefore suggested that given a deficit of qualitative work to date examining the relationship between employee turnover and variables mentioned above, this study may make an important contribution to existing research.

Third, this study contributes to existing research by examining the impact of intent to turnover on job position in the health sector. More importantly, job positions occupied by international employees' in order to encourage and retain them.

Lastly, this research suggests retention strategies that can be adopted to prevent voluntary turnover of international employees keeping in mind the specific requirements of the organisation. The recommendations focus on avoidable turnover only. The purpose being that if an organisation can identify

that most of its voluntary turnover is unavoidable, then it may profit better from initiatives that seek to manage turnover after the occurrence rather than expand resources on preventative measures. On the contrary, if the turnover is avoidable, then this offers the potential for targeted intervention towards retaining desired employees.

On the basis of the rationale and practical implications, this study seeks to answer the core research question - **What are the factors that encourage international employees to stay in their employment at the ADHB?**

This objective is addressed through five supporting sub-questions:

- Q1.** How do employees assess their employment needs with the ADHB?
- Q2.** What are the factors influencing discontent in their employment?
- Q3.** Are there any unique variables that may affect international employees' turnover?
- Q4.** What are the differences, if any, between the need and discontent of different job positions?
- Q5.** What retention strategy can ADHB adopt to pre-empt international employees' voluntary resignation?

A brief overview of the thesis:

Chapter two presents an in-depth literature review of employee turnover. Chapter three provides an overview of the methodology utilised in the current study of employee turnover.

Chapter four explains the findings of this study.

Chapter five discusses the results, offers recommendations, accepts the limitations and suggests pathways for future studies.

The preceding discussion has articulated the contribution that this study may make to existing employee turnover literature. The following chapter provides an in-depth literature review of employee turnover.

2. CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to provide a literature review of the key construct under study in the research thesis, namely: employee turnover. In pursuit of this objective, the review firstly presents a definition of employee turnover for the purpose of addressing how this construct validates the thesis. Secondly, the review justifies the reason for continuing research into employee turnover. Thirdly, the literature review critically discusses a wide range of factors influencing employee turnover that could contribute to high employee turnover. Fourthly, the consequences of employee turnover for both the employee and employer are considered to illustrate the practical importance of continuing to study the employee turnover phenomena. Fifthly, the potential impact of these consequences on organisational effectiveness and increased productivity highlights the need to measure and predict employee turnover. Over the years several key models have been designed to measure employee turnover as a precursor to prediction and prevention. These are presented and critiqued. Lastly, the review presents the views of some researchers that a greater level of understanding of employee turnover may be achieved by the development of organisational specific models of employee turnover that take into consideration organisation specific variables that impact on turnover and turnover intention processes.

2.2 Employee Turnover

2.2.1 Definition of Employee Turnover

The review intends to clearly articulate the definition of employee turnover at the onset of the study. This approach ensures that a commonality in understanding the construct under study exists between the researcher and

readers/critics. For this purpose, the discussion now focuses on the definition of employee turnover.

There exist a number of key issues that need to be considered when defining employee turnover; the involuntary employee turnover, the voluntary employee turnover, organisational withdrawal behaviours, social phenomena of turnover, intent to leave and limitation of employee turnover study.

Traditionally, employee turnover has been classified to be either voluntary (control of the employee) or involuntary (beyond the control of the employee) (McBey & Karakowsky, 2000; Morrell, Loan-Clarke & Wilkinson, 2001; Price, 1977).

Allen (2000) states that involuntary turnover generally occurs for reasons which are independent of the concerned employee such as when organisations incur losses or unavoidable expenses, and perceive the need to cut costs, re-structure or downsize. This view is supported by Mowday, Porter, and Stone (1978) who states that involuntary turnover may include circumstances, such as poor performance of the organisation, difficult economic periods, and/or dismissal or individual circumstances, such as temporary/permanent disability or even death.

In contrast, voluntary turnover refers to an employee's chosen exit from the organisation. The key difference being the distinction between an employer and employee initiated course of action. In comparison to voluntary turnover which is employee driven, employees who are involuntarily dismissed from their employment have no say in the decision taken to terminate their employment (McEvoy & Cascio, 1987). However, inclusion of these circumstances in a study of 'organisational cessation' will mean the relationship between voluntary and involuntary turnover may be significantly diluted, given the circumstances of involuntary turnover where the employee has been forced to leave is likely to be 'beyond the control of the employee'.

Theoretically and in real business, a large percentage of organisations correlate voluntary employee turnover to being an 'avoidable' cost to the business. In support, Morrell, Loan-Clarke, and Wilkinson (2004) indicates that "voluntary turnover incurs significant cost" that could be reduced by better human resource management, providing opportunities, professional training and/or rewards. Due to the critical nature of turnover, it is important to consider the extent to which an instance of voluntary turnover may be classified as 'avoidable' (Abelson, 1987; Campion, 1991). A question that should be asked by organisations is: Can voluntary turnover per se, be avoided? This could provide the organisation with a method of planned intervention. Further discussion on this issue is highlighted in the rationale for continued turnover research.

The employee turnover term comprises the concept commonly known as organisation withdrawal behaviours. Hemingway and Smith's (1999) study reports that under certain circumstances, the immediate reaction of employees is to distance themselves physically and mentally from unpleasant and unsafe work environments. Hughes and Bozionelos's (2007) study provides further evidence indicating that absenteeism, excessive sick leave, disruption in work-life balance, lateness, frequent annual leave are variable indicators that relate to the family of withdrawal responses. Given that all these variables could indicate 'voluntary' employee turnover, a more precise definition stating the uniqueness of employee turnover is sought.

Price (1977) indicates that researchers utilise 'employee turnover' to mean 'voluntary cessation of membership' of an organisation by an employee of that organisation. The author further explains his efforts to make the word 'voluntary' explicit to enable future directed, systematic research since the word 'voluntary' forms the fundamental difference wherein the 'control of the employee' is retained or forfeited. The position of the employees, relative to their 'membership' in organisations is of interest to managers, researchers as well as the organisation. Price (2001) further elucidated that employees who can be placed within the membership boundary of an organisation are defined

as members, while employees placed outside the boundary are non-members. Change in the membership status of the employee is commonly referred to as turnover. However, managers attribute the term 'employee turnover' to mean 'voluntary cessation of an employment contract of an organisation by an employee of that organisation' (Stovel & Bontis, 2002).

A landmark definition of turnover, proposed by Mobley (1982) sought to clearly differentiate turnover from organisational withdrawal behaviours. Mobley (1982) defined employee turnover as "the cessation of membership in an organisation by an individual who received monetary compensation from the organisation" (p.10). This definition clearly indicates that employee turnover is distinctly different from the withdrawal response which could be temporary as compared to employee turnover which is more of a permanent nature. This supports evidence given by the author that withdrawal symptoms are temporary in nature and escapist in measures. Despite the usefulness of Mobley's definition of turnover from a general standpoint, other researchers have sought clarification particularly where turnover is thought to be associated with a factor, such as organisational commitment, or to be preceded by a psychological state, such as intent to quit. Muchinsky and Tuttle (1979), in their research, have argued that turnover or cessation of membership may be compartmentalised into distinctive categories; voluntary and involuntary. Otherwise assessment of 'organisational cessations' will be flawed.

An interesting issue, often discussed in respect of operationalisation of the employee turnover construct is the extent that turnover premeditates leaving and is thus a social phenomenon indicating the 'state of mind' where the individuals have chosen to terminate a significant relationship. In contrast, involuntary turnover is controlled by intervention from the organisation, whereby a relational aspect to turnover namely 'cessation of membership' is lost. It is, therefore, likely that social science research of involuntary turnover would focus on extrinsic aspects, rather than intimate intrinsic involvement (Dess & Shaw, 2001; Muchinsky & Morrow, 1980; Parasuraman, 1982).

Additionally, studies by Cohen and Golan (2007) indicate that conceptualisation of employee turnover constructs relates to use of intent to leave as an alternate measure of actual turnover. Research has consistently proved that employee's behavioural patterns of intention to leave their employers are the strongest predictors of actual turnover (Firth, Mellor, Moore & Loguet, 2004). It is, therefore, conclusively demonstrated that intent to turnover is the single best indicator for actual turnover often used widely by researchers when access to employees who have actually exited the organisation is not feasible.

Researchers over the years have accepted the reality that the dichotomy between voluntary and involuntary turnover has limitations. Records may misrepresent the extent to which a turnover decision was voluntary. Interviewers, when collecting exit interview data, may not wish to force too hard when questioning a leaving employee. It is also possible the organisation would use a generic format of questions that will not record details detrimental to the organisations status or exhibit the employee in bad light (Campion, 1991). In comparison, the employees may have similar motives for being lenient about their reasons for leaving and may have concerns about the extent to which frank disclosure could harm their prospects of receiving a favourable reference. All of these peripheral factors may distort the voluntary / involuntary distinction.

The preceding discussion highlighted a number of key issues that need to be considered when studying employee turnover. The definition of employee turnover that is utilised in the current research thesis concurs with that subscribed by Mobley (1982) and Price (1977). Turnover is defined intrinsically as the permanent cessation of membership from the organisation. Furthermore, the form of turnover that is studied in the current study is confined to voluntary cessation of membership from the organisation by individuals who receive monetary compensation for their efforts.

The aim of the above discussion was to critically and reflectively examine a range of definitional issues surrounding the employee turnover construct. Given the achievement of this aim, it is important to understand the rationale, both from a practical and theoretical point that underpins the need for the continued research on the employee turnover issue. Towards this purpose, the following discussion begins with a priori rationale and posteriori rationale for turnover research.

2.2.2 A Priori Rationale for Turnover Research

All businesses need a source of labour to function. This argument applies equally irrespective of the fact that whether an organisation wants to improve effectiveness and/or increase productivity by relying solely on a basic economical model, with labour as the main factor of production (Sauian, 2002). Or to rely on a Marxist account, emphasising 'labour power' (Wheen, 2006) which place importance on the 'human capital' or 'intangible' competitive advantage of the organisation (Bartlett & Ghoshal, 2002).

In order to establish the need to manage resourcing, Pfeffer (1994) has indicated that organisations now believe that people should be at the foundation of successful approaches and that people alone are responsible in building organisational competitive advantage. Additionally, Jackson and Schuler (1987) state that the ability to control, cultivate and maintain people has evolved into a science that has gained respect in the world of HRM.

Moreover, this axiom would be true even if organisations of the next genre have 'virtual' employees, they will need to manage them as a resource. When an employee voluntarily leaves, this can have a cascading effect that not only impacts on the organisation, but also the individual employee and the wider collegial team (Clarke, 2001). These can be positive or negative (Hom & Griffeth, 1995; Morrell, Loan-Clarke & Wilkinson, 2004). An in-depth understanding of the process of labour turnover can increase the degree to which organisations and employees within organisations can adapt to, be

nimble and contain the turnover process (Booth & Hamer, 2007; Hom & Kinicki, 2001; Jackson & Schuler, 1995).

2.2.3 A Posteriori Rationale for Turnover Research

Labour turnover is a concept which has intrigued many researchers and gained attention of the academic and managerial persona, due to both the negative and positive consequences it imposes on an organisation (Koys, 2001). These may include negative consequences such as the substantial costs of re-hiring employees, and the adverse impact that separations have on staff morale, customer satisfaction and personnel training. In comparison, positive consequences may provide opportunities such as infusion of new technology, exit of poor performers, hiring of capable employees and consolidation of labour, resources and costs. In addition to the management of resourcing being a priori concern, studies have often attempted to identify the explanatory and predictive power of turnover so as to per se reduce its occurrence and minimise the expense (Glebbeck & Bax, 2004).

In simple terminology, can an employee driven turnover be prevented? This information would be useful statistically, as it would indicate the human resource scope for future planned intervention. If an organisation is able to identify that the voluntary turnover is beyond their control, where voluntary turnover is a result of relocation by a spouse or partner, they may utilise resources towards initiatives that seek to manage turnover, rather than spend on preventative measures, such as, increasing salary levels.

It is relevant to emphasize that the degree to which it is actually possible for the organisations to influence turnover would be to assess the functionality measures of turnover, such as age, gender, tenure of service, contract of employment or position in employment. However, if instances of turnover appear to be unavoidable, organisations could re-direct the focus of available resource spend, and seek to minimise the disruption and inconvenience of an inevitable event (control model). If however, hypothetical, turnover appears to

be avoidable; this may offer the potential for direct intervention (prevention model).

Although such a mathematical split is unlikely, it is necessary to assess the situation wherein the organisation assumes the problem to be of one type, when it is the other. In contrast, the organisation could assume turnover is an inevitable fact of organisation life but in fact in their particular context it is 'avoidable', they may fail to recognise instances of turnover and ignore the serious underlying problems. Additionally, the added cost of turnover would be a needless burden, whereas prevention could save far more. Conversely, where an organisation sees turnover as something which they should control, but in fact in their particular context, it is 'unavoidable', they may propose needless change and initiate unnecessary spend on futile preventative measures.

Despite enormous literature being available on turnover in organisations (Mobley, 1982; Price, 1977), there is as yet no universally accepted rationale or models of measurement for why people choose to leave (Lee & Mitchell, 1994). This prohibits explanatory understanding of the turnover phenomenon after the event, due to limited available contact with the individual leaving. Furthermore, neither is there an accepted means of comprehending the likelihood of an individual's decision to leave in the future which prohibits prediction of turnover (Terborg & Lee, 1984).

The preceding rationale is critically indicative of the reasons felt by both organisations and researchers to continue investigating the much discussed subject of employee turnover. The rationale describes several consequences surrounding the employee turnover construct leading to turnover intentions and which are subsequently examined in the current thesis. It is, therefore, necessary to continue research in employee turnover in order to understand the unavoidable turnover and control the avoidable turnover consequences (Abelson, 1987).

However, prior to continuing discussion and seeking in-depth explanation of the consequences to employee turnover, it is necessary to critically examine the factors influencing employee turnover. It is, therefore, the objective of the subsequent discussion to understand what triggers employees' turnover.

2.2.4 Factors Influencing Employee Turnover

Employee turnover is a much studied phenomenon. There is literature on the causes of voluntary employee turnover dating back to the mid 1900s. Researchers, have over the years developed multivariate models that combine a number of factors contributing to turnover. They have then empirically tested the models and have sought to predict why individuals leave organisations. Despite this wealth of information, several studies are based on a small number of variables which often explains a limited amount of variability in turnover due to their narrow focus. In addition, another harsh criticism of turnover studies is that they do not adequately capture the complex psychological processes involved in individual turnover and intention to turnover decisions.

Individual studies, conducted by Brooke (2003); Lockwood & Ansari (1999); Mano-Negrin (2001) indicate that different categories of professionals leave their jobs for 'unique' reasons. In support, a recent study of employee turnover by Boxall, Macky, and Rasmussen (2003) in the context of New Zealand employees confirmed the view that the drive for job change is multi-faceted and that no one factor can explain the phenomenon.

However, over the years, numerous studies have indicated a number of factors that appear to be consistently linked to employee turnover. A review on employee turnover by Mobley, Griffeth, Hand, and Meglino (1979) revealed that age, tenure, satisfaction, job content and commitment were all negatively related to employee turnover i.e. the higher the variable, the lower the turnover. An up-dated meta-analysis of 800 turnover studies conducted by Griffeth, Hom, and Gaertner (2000) confirmed some well established findings

on the factors influencing employee turnover. These factors are examined in detail below including a number of other factors where the influence on the link to employee turnover is less conclusive.

2.2.4.1 Actual/Perceived Alternate Opportunities – Comparison

The relationship between actual and perceived alternative opportunities to employee turnover on an individual level has been researched since March and Simon's (1958) seminal work on ease of movement. In subsequent years much of the research focused on the link between job satisfaction, perceived alternative opportunities and employee turnover. It was only in later years that, researchers began to focus on the role of both actual and perceived alternative opportunities in explaining individual employee turnover decisions.

In the 1990s research by Kirschenbaum and Mano-Negrin (1999) indicated that an actual job opportunity offers better confirmation of actual employee turnover behaviour than perceived alternative employment market opportunities. In their study, on medical units, the authors used measures of perceived and actual job opportunities in internal and external labour markets. The authors concluded that actual job opportunities were a better set of predictors of actual turnover behaviours in both internal and external market than either perceived internal or external employment market opportunities.

In contrast, an updated meta-analysis by Griffeth et al. (2000) concluded that perceived alternative job opportunity does modestly predict employee turnover. It appears that while actual opportunities are a better predictor of turnover, there is some evidence of the link between perceived alternative opportunities and actual turnover. In summary, literature suggests that actual job opportunity has a strong link to turnover and is a factor influencing employee turnover while perceived alternative can moderately predict employee turnover.

2.2.4.2 Intentions to Leave

In the past, empirical research on employee turnover has focused solely on actual turnover. However, research on perceived alternative opportunities has been found to be associated with intentions to quit but not the actual turnover. In support, Hellman's (1997) research noted that the relationship between intentions to quit is generally stronger to job satisfaction and not actual turnover. In their research study, Mobley et al. (1979) stated that though the relationship between intentions to quit and turnover is consistent, it only accounted for less than a quarter of the variability in turnover. One of the possible reasons is that intentions do not account for impulsive behaviour and also that turnover intentions are not necessarily followed through to lead to actual turnover. Additionally, it is clear that there are practical difficulties to conduct turnover research amongst employees who have quit an organisation.

However a study conducted by Firth et al. (2004), suggests that managers can influence behavioural patterns in employees and influence the employees' intention to quit. The study by Ming, Siong, Mellor, Moore, and Firth (2006) further supported the hypothesis that lack of management support plays a significant role in reducing job satisfaction and increasing stress leading to increased intention to quit. This indicates that literature has established a strong link between intentions to quit and perceived alternative. However, the relationship between intentions to quit to actual turnover is weak and could be considered as a less conclusive factor in influencing employee turnover.

2.2.4.3 Job Satisfaction

The link between job satisfaction and turnover has been consistently found in numerous turnover studies spanning across two decades. Research conducted by Mobley et al. (1979) asserted that job satisfaction on its own is negatively linked to turnover but offered very little explanation of the variability

in employee turnover. In comparison Griffeth et al. (2000) demonstrated that job satisfaction modestly predicted turnover. In a recent New Zealand based study, Boxall et al. (2003) found that the main reason for people leaving their employment was for more interesting work elsewhere. The studies conducted over an extended period of time have contrasting results and suggest that job satisfaction has a definite link to turnover. However, job satisfaction as a singular variable cannot influence employee turnover and is dependent on other economic and psychological variables in order to possess predicative and explanatory power (Lum, Kervin, Clark, Reid & Sirola, 1998).

2.2.4.4 Organisational Commitment

In the past, studies have highlighted a significant association between organisational commitment and turnover intentions (Cohen & Hudecek, 1993; Lum et al. 1998). Various research studies have established that there are different types of organisational commitment. Allen & Meyer (1990) investigated the link between intent to turnover and the three components of attitudinal commitment – affective, continuance and normative: affective commitment is linked to the emotional attachment of the employee to the organisation; continuance commitment is the need of the employee to retain his job based on costs to the organisation; normative commitment refers to a sense of obligatory feelings that the employee develops to remain with the organisation.

The same authors explained that the employees with a strong affective commitment would continue with an organisation because they want to; those employees with strong continuance commitment would continue because they need to and have no alternative; and those employees with strong normative commitment would continue because they feel they have to. The study further demonstrated that all three components were a negative indicator to turnover.

A study conducted a decade later by Griffeth et al. (2000) and Tang, Kim, and Tang (2000) separately confirmed the negative dependence between

organisational commitment and intent to turnover. Additionally, a study conducted of organisational commitment on downsizing by Lee and Corbett (2006) supported the previous studies but added the variables of prevailing circumstances and individual perceptions as related to organisational commitment. Research indicates that prevailing circumstances mean the working environment within the organisation; does the work environment provide job security to the employees or whether the prevailing work environment is undergoing a phase of re-structuring. Laschinger, Finegan, Shamain, and Casier (2000) in their study concluded that the loss of stability due to re-structuring is likely to affect organisational commitment. Additionally, the effect would cascade to the senior/core employees opting to resign/retire earlier due to prevailing uncertainty. This could cause a 'domino' effect leading to negative organisational commitment (Graetz, Rimmer, Lawrence & Smith, 2002).

The relationship between job satisfaction, organisational commitment and employee turnover was best highlighted by Lum et al. (1998) in their study of pediatric nurses. The authors concluded that organisational commitment has the strongest 'pull' and most critical impact on the intention to quit whereas job satisfaction has only an indirect influence. The authors suggested that satisfaction indirectly influences employee turnover in that it's 'push' influences commitment which in turn leans over turnover intentions. In support, the study by Elangovan (2001) added that there were strong links between stress, job satisfaction and commitment i.e high stress leads to low job satisfaction and low job satisfaction leads to low commitment. The same author further elucidated that a cross relationship existed between commitment and turnover intentions i.e lower commitment leads to greater intentions to quit, which in turn lowers commitment. In conclusion, various studies have proved that commitment has the strongest link and directly affects turnover intentions.

2.2.4.5 Employee Characteristics

A vast array of articles and reviews have proliferated the employee turnover literature. But despite this wealth of research, there appears to be only a few employee characteristics that meaningfully predict employee turnover. The variables examined by (Cotton & Tuttle, 1986; Mobley et al. 1979) included age, tenure, gender, marital status, education, number of dependents, intelligence, behavioural intentions and race. The named authors concurred that age, gender, number of dependent and tenure were found to be negatively related to turnover i.e female employees, who were young, with fewer years of experience in the organisation and with smaller number of dependents were more likely to turnover or conversely the older a person, the less likely they are to leave an organisation as the length of service is one of the best single predictors of turnover. In support, a study conducted by Rhodes (1983) explained that overall job satisfaction is positively related with age. Older workers appear to display greater satisfaction with their employment than younger workers. Griffeth et al. (2000) in their study added a fresh dimension by citing evidence that gender moderates the age-turnover relationship; women are more likely to retain their job the older they get, than men.

Griffeth et al. (2000) meta-analysis re-examined various personal characteristics that may be linked to turnover. Their research indicated that there were no differences in the quit rates of men and women. The study cited evidence that there is little evidence of the employees' sex being linked to turnover. They also found no link between intelligence and turnover, and none between race and turnover. While the review of Cotton and Tuttle (1986) reported a moderate relationship between marital status and turnover i.e married employees were less likely to turnover compared with unmarried employees. In addition, research carried out in the Australian aviation industry by Reudavey (2001) identified a positive relationship existed between behavioural intentions, education and turnover indicating that those employees who pursued and attained higher levels of education and who

exhibit intent to leave the organisation were more likely to leave the organisation. In summary, only the age and tenure variables may perhaps meaningfully predict turnover.

2.2.4.6 Work Conditions

The category of variables examined were factors related to work conditions, namely wages, job performance, work description, job satisfaction, wages satisfaction, supervision, co-workers issues, promotional opportunities and career commitment.

Investigating one of the most contentious variables of turnover namely wages, highlighted a number of debatable studies. Research conducted by Mobley et al. (1979), indicates that the role of wages in turnover were mixed and that often there was no relationship between wages and turnover. A study of mental health professionals, conducted by Tang et al. (2000) examined the relationship between attitudes towards money and voluntary turnover. The main findings of this study is that voluntary turnover is high among employees who value money (high wage), regardless of their job satisfaction.

Employees with high job satisfaction and who put a low value on money had significantly lower turnover. In contrast, those who do not value money highly and have low job satisfaction tended to have the lowest turnover. The exception to the rule being that for some individuals, wages will not be the sole criterion when they decide to continue within an existing job. Conversely, investigation conducted by Martin (2003) indicates that there is an inverse relationship between wages and turnover, which is organisations with higher wages had lower turnover. Clearly this emphasizes that employees placing a high value on wages predicted actual turnover in comparison to employees at the lower end of the employment hierarchy who preferred to retain their jobs.

Research by Griffeth et al. (2000) noted that wage and wage-related variables have a definite effect on turnover. The analysis included studies that

examined the relationship between wages and employees' job performance and turnover. Their study concluded that when high performers are insufficiently rewarded, they quit. The rationale being that where union agreements replace individual incentives, their introduction may lead to higher turnover among high performers.

In contrast, a study by Jago and Deery (2002) claimed that volunteers provided a cost effective means of high performance. No difference was observed in service levels provided by paid staff and volunteers which substantiated the view that money alone does not determine performance and turnover. Further literature by Taplin, Winterton, and Winterton (2003) on performance related wages in the clothing industry that paid wages by piece rate indicated that employees preferred flat rate payment and that there was lower turnover in contrast to piece rate payment where skilled workers disliked unpredictability of working environment while new entrants lack the skills to maximise their potential.

The relationship between the variables wage satisfaction, satisfaction with supervision and work description was found to be negatively related to each of these variables indicating that employees who were paid lower wages, were less satisfied with both supervision and the work itself were more likely to leave the organisation (Lima & Pereira, 2003). In addition, studies conducted by Morrow, Suzuki, Crum, Ruben & Pautsch (2005); Sellgren, Ekvall & Tomson (2007) indicated a negative relationship between satisfaction with supervision and turnover, i.e. the higher the satisfaction with supervision, the lower the turnover. Furthermore, the relationship between the variable co-workers issues and promotional opportunities was also reported as being negative indicating that those employees who were less satisfied with their co-workers and with the lack of promotional opportunities were more likely to leave the organisation (Hjalager, 2003).

In a separate study by Okpara (2006) it was found that there were gender differences in promotion and generally male managers were overall more

satisfied with their organisation promotion policies than their female managers. In addition, female managers hold low perception about their promotions, thus generating low level of job satisfaction. In conclusion work condition variables are organisation specific and generalisation is not possible.

2.2.4.7 Training and Career Progression

Training and staff development has always been considered as one of the important variables affecting turnover. It has been observed by Lockwood and Ansari (1999) in their study that participants view training as part of technological change and work challenge. Employees consider that staff development forms a motivational means of making oneself more marketable (Hansson, 2007). The challenges that employees face in the new work environment is to accept that downsizing and mergers are a fact of life.

The employees perceive that future employment status would depend on commitment to training and staff development (Forrier & Sels, 2003). While considering the impact of training on job mobility, Sieben and Grip (2004) concluded that while training has no impact on job mobility, training that is wholly paid by the individual is likely to be a prelude to job search. In contrast, when employers pay for training the negative relationship to job mobility and job search is more likely. However, an in-depth study by Martin (2003) identified a complex relationship between turnover and training/staff development. The study established a link between organisations that enhanced the skills of existing workers and benefited from lower employee turnover. (Improved training opportunities lead to lower turnover as well as intent to turnover). However, multi-skilling of workers led to high turnover, as the prospect to find work elsewhere increased, leading to the theory that we essentially train staff for their next job. In support, Dekkar, Grip, and Heijke (2002) further clarified that both on the job training and off the job training have a significant effect on job search mobility. While on the job training

reduces mobility of employee turnover, particularly for job beginners, off the job training increases the likelihood of job mobility for employees.

Interestingly, Bonnal, Mendes, and Sofer (2002) found that completed apprenticeship has distinct advantage in reducing voluntary turnover, voluntary job to unemployment and involuntary job termination rates. However incomplete apprenticeships tended to increase the quit rate relative to those who received formal training. It is, therefore observed that apprenticeship reduces employee turnover mobility despite the fact that apprenticeship training is intended to provide general and thus more transferable training. In summation, organisations need to rationalise and tailor make the type of training provided in order to reduce intent to turnover and actual turnover.

2.2.4.8 Career Commitment and Progression

Chang (1999) examined the relationship between career commitment, organisational commitment and turnover intention. The study indicated that when individuals are committed to the organisation they are less willing to leave the company. On the other hand, employees with low career and organisational commitment had the highest turnover intentions because they did not care either about the company or their current careers. Furthermore individuals with high career commitment and low organisational commitment also tended to leave because they do not believe that the organisation can satisfy their career needs or goals.

The study further explained that individuals become affectively committed to the organisation when they perceive that the organisation is pursuing internal promotion opportunities, providing proper training and that supervisors provide advice about careers (staff development). A recent study conducted by Alatrasta and Arrowsmith (2004) validated the notion that career commitment depends on the immediate work environment. Employees valued and sought recognition for the work they do and expected to be treated fairly and with respect by the immediate supervisors. If these criteria were

met, then employees preferred to continue their advancement in the organisation. If not, employees would seek alternative employment opportunities and thereby increase intent to turnover.

2.2.4.9 Organisational Size

Kirschenbaum and Mano-Negrin (1999) indicated that turnover is affected by organisational size, with size being the key indicator of an organisation's labour market. They opined that organisational size impacts on employee turnover primarily through wage rates as well as through career progression pathways. On the other hand Tanova, (2003), says that highly developed organisations could produce lower quit rates since promotional opportunities have a strong negative influence on departures for career related reasons besides paying substantial higher wages for desired and qualified employees.

2.2.4.10 Unionisation

Head and Lucas (2004) in their study on non-union industry highlighted how unskilled employees are subjected to a 'hard' form of human resources practice and lack of job protection due to the absence of a collective representative forum. An anti-union work culture encouraged the 'hire and fire' policy, clearly indicating a high level of labour mobility. They explained that organisations having a form of collective representation could discuss and settle issues in a fair context indicating a strong confidence in the relationship between employee turnover and union presence was reported. Union presence was negatively related to turnover indicating that employees within organisations that have less or no union presence are more likely to turnover.

Martin (2003) in his study identified that unionism is associated with lower turnover as a result of unions securing various collective benefits in order to improve the attractiveness for workers of staying in their jobs. There is a clear establishment of employment relationship between employees and union representatives. Employees sought protection from their union and address

their grievance through structured communication channels. In both these studies, relationship between lower turnover and unionisation has been well established by researchers using both industry and individual level data.

2.2.4.11 Influence of Co-workers

A study initiated by Kirschenbaum and Weisberg (2002) examined employees job destination choices in relation to the turnover process. The finding indicated that co-workers' intentions have a major impact on the destination choices. They concluded that a feeling about co-workers' intention to change jobs acts a form of social pressure for other employees to change jobs.

It is therefore important to briefly summarise those variables that were significantly related to turnover. Several authors noted a strong confidence in the relationship between some of the personal characteristics and variables studied and employee turnover. Age, tenure, education, staff development and behavioural intentions were all highly related to employee turnover. Similarly, highly significant results were found for the relationships between employee turnover and wages, organisational commitment, job satisfaction and different aspects of job satisfaction including satisfaction with supervision, satisfaction with work and pay satisfaction. In terms of external factors, co-workers' employment perception and union presence were highly reliable indicators of employee turnover.

2.2.4.12 Work/Life Balance

Balancing work and family issues have become important for both employers and employees. These issues have gained relevance due to increased participation rates of working women and mothers, the growth in single parent families and dual career couples. The reaction from employees has been overwhelming positive.

In contrast, employers have been cautious in extending the benefit due to possible abuse of the facility. In addition, employers have to deal with the issue of equity of employees and may face a backlash from the non user of the benefits. It is, therefore a major benefit to employees who benefit from reduced stress and employers who gain from employee retention, performance and organisational commitment (Haar, 2007).

2.2.4.13 Performance Appraisal (PA)

Regular PA tend to be linked with improved performance and greater job satisfaction (Cook & Crossman, 2004). Furthermore, research indicates the PA tends to focus on appraiser understanding of the situation and instruments validity rather than examining the views of the appraisee who are the subjects of PA. PA will not be effective unless it is perceived to be fair and equitable by both employer and employee. Eventually, unfair usage of PA would be reflected in widespread dissatisfaction amongst employee (Thompson & Dalton, 1970). This is generally the gap between expectations and results in the mind of the employees that fuels dissatisfaction. One of the reasons for unfair usage identified is that managers are not trained for their role as appraiser and face difficulty with constructive performance evaluations.

A study conducted by Poon (2004) highlighted another aspect of PA, that when employees perceived PA to be manipulated for affective reasons such as personal liking or punishing, they experienced reduced job satisfaction and indirectly these perceptions influenced employees' intentions to quit. In contrast when employees perceived PA to be manipulated for promoting a positive team climate, employees' job satisfaction and turnover intentions were not affected. In conclusion, the findings are indicative that PA if politicised and perceived by the employees to result from personal bias and punishment motives, then this would indirectly have adverse effects on employees' job satisfaction and turnover intentions.

The preceding discussion highlighted a number of key factors that need to be considered when conceptualising and studying employee turnover. The aim of the above discussion was to critically examine a range of causes surrounding the turnover construct and specifically factors influencing employee turnover. Given the achievement of this aim, it is important to turn to the consequences, both from a practical and academical viewpoint, that underpin the need for the continued study of employee turnover. For this purpose the following discussion begins with a review of the consequences of employee turnover for both the employee and employer.

2.2.5 The Consequences of Employee Turnover

Employee turnover has become the most widely studied phenomenon in organisational behaviour research (Curtis & Wright, 2004; Lema & Duréndez, 2007; March & Simon, 1958; Steel & Ovalle, 1984; Torlak & Koc, 2007; Wheeler, Richter & Sahadevan, 2004). To date, literally thousands of articles on employee turnover have been written in journals spanning a wide range of variables (Bernardin, 1977; Cohen, Granot-Shilovsky & Yishai, 2007; Vakola, Tsaousis & Nikolaou, 2004). The popularity of employee turnover research has stemmed, in part, from research that has examined both the positive consequences (Hicks-Clarke & Iles, 2000; Savolainen, 2000) and negative consequences (Dalton & Todor, 1993; Townsend, 2007; Wagar & Rondeau, 2000) of employee turnover. The following discussion states the need for the continued study of employee turnover by reviewing both the positive and negative consequences of employee exit.

Consequences of turnover may be discussed in terms of two dichotomies. As pointed out earlier, consequences of turnover may be either positive or negative. Additionally, consequences operate at two distinct levels, at an organisational level and at the individual level. The discussion begins with a review of the negative consequences of turnover at an organisational level of analysis followed by an assessment of negative consequence of turnover that may occur for the individual who is exiting the organisation. The discussion

then examines the positive consequences of turnover for the organisation and the individual exiting and staying.

A host of multiple negative consequences may be felt by organisations when the employee decides to voluntarily exit their employment. The list of negative consequences is numerous, but for the purpose of this review the negative consequences have been compartmentalised into six negative organisational consequences of employee turnover (Cassell, Nadin, Gray & Clegg, 2002; Hom & Griffeth, 1995; Lockwood & Ansari, 1999). These include economic costs of separation, replacement and training, productivity losses, lost business chances, restricted or impaired overall service levels and demoralisation of employees choosing to stay back with the organisation.

The economic costs associated with the quitting and replacement of employees has been identified as an important negative consequence of employee turnover for the organisation. Three distinct costs, including separation cost, replacement cost and training costs are quantified for the purpose of weighing the monetary cost of turnover (Brooke, 2003; Freyens, 2006; Smith, 2006). Separation cost basically refer to activities related to human resources and payroll departments such as conducting exit interviews and administrative duties linked to termination and calculation of final wages (Smith, 2006). In a study Brooke (2003) concluded that replacement costs include the cost associated with the conduct of recruitment process referral programs, dedicated recruiters, acquisition or agency costs, local print and radio advertising, organisational web pages, college recruitment drive and job expositions. The third cost category, training costs, can take myriad forms, from off-site seminars conducted by industry experts to in-house pairings with professionals or contract staff to learn new skills and informational literature.

Researchers have developed and utilised mathematical formulae, based on the three cost categories mentioned above, to calculate the cost of employee turnover. i.e $\text{Turnover cost} = \text{Separation cost} + \text{Recruitment cost} + \text{Training cost}$. Generally, the turnover cost is much higher when an employee higher up

in the hierarchy quits the organisation. In comparison, to turnover costs when a factory level employee quits the organisation. It is suggested by Freyans (2006) that in order to understand the net benefits of turnover cost successes or failures it is crucial for organisations to quantify ratios such as return upon investments. It may be concluded that irrespective of the exact cost, the organisations pay a relatively high monetary price each time an employee quits the organisation (Griffeth & Hom, 2001).

A further consequence of employee turnover, that has a negative impact on the organisation, is the loss of productivity that results when an employee decides to leave his employment (Gummesson, 1998). Research indicated that the productivity of a quitting employee tends to diminish prior to departure. The exiting employee is often absent (sick leave) and lacks interest prior to actual termination of the job (McHugh, 2001). On the other hand, productivity is also affected due to the learning phase and lack of familiarity (with colleagues, facilities and job profile) a new employee has with the organisation. This result in the inability of the newly recruited employee to perform on par with the exiting incumbent (Haynes, 2007; Hom & Griffeth, 1995) This may affect team productivity resulting in other employees being required to train or mentor the new employee or work smarter to compensate for the new recruit's inexperience (Abbasi & Hollman, 2000; Hanson & Miller Jr., 2002).

Additionally, negative consequences of turnover experienced by an organisation may be further increased with the impact of impaired service levels and lost business opportunities. The quality of service may reduce as employers attempt to limit cost by maintaining a small team of employees to service the existing customers as well as the growing customer base. In addition, new employees often lack competence or have not developed personalised customer relationship resulting in customer dissatisfaction (Enquist, Edvardsson & Sebhatu, 2007). Furthermore, quitting employees may provide deteriorating service to customers prior to their departure due to their negative attitudes and disenchantment with the organisation (Abbasi &

Hollman, 2000). In terms of lost business opportunities, negative consequences may be experienced if the quitting employee played a leader role in team dynamics or was the intangible competitive advantage of the organisation. For example, the quitting of the team player who was able to mould and hold the organisation may have a huge impact on the continued survival ability and sustenance of that organisation (Barney, 1991; Bartlett & Ghoshal, 2002).

Lastly, an organisation may be adversely affected by the negative consequence of employee turnover to employee morale. This is known as employee demoralisation. This feeling is felt by employees who remain within the organisation as a result of constant employee turnover and lose morale, employment stability and face increased levels of stress and anxiety (Hom & Griffeth, 1995; Schabracq & Cooper, 2000). The study conducted by Griffeth and Hom (2001) indicated that employee demoralisation is contagious and may stimulate extensive employee turnover due to the undermining of the employees individual social integration. Graetz, Rimmer, Lawrence, and Smith (2002) note that turnover may be similar to a 'domino' or 'ripple' effect, where the actions of some employees could have affect the experience of those employees who remain with the organisation.

The preceding examination provided a review of the negative consequences of employee turnover at an organisational level of analysis. As explained, negative consequences are not only confined to an organisation but are also felt at an individual level. Some of the negative consequences (Mobley, 1982) of turnover that may be experienced by the individual employee include the forfeit of seniority and accumulated benefits, relocation costs, distancing of personal and family social network and disruption to partner's employment and children's schooling.

The loss of seniority and accumulated benefits is a major contributor to being a negative consequence of turnover for an employee. The study conducted by Mobley (1982) suggests that employees may choose to remain with an

organisation, despite their desire to leave, because of impending financial losses they would incur if they left their current employment. Sometimes financial losses may be incurred due to the acceptance of a less remunerative position in addition to the loss of superannuation and fringe benefits. The present evidence to support, presumably for a New Zealand workforce, is the loss of tax credits if the employee has opted for the Kiwisaver scheme; it could be the most significant deterrent to turnover when crossing the ditch across the Tasman (www.kiwisaver.govt.nz).

Negative consequences may also be experienced by an employee as a result of the stress involved in quitting and re-joining employment. A good example is when an employee leaving employment voluntarily or involuntarily for another employment opportunity may experience failure at the new organisation's inability to match his job expectations. That may delay the employee's transition and adaptation to the new work environment (Marks, 2007).

Lastly, in the study by Kirschenbaum and Weisberg (2002) they report that an employee may be adversely affected by a decision that involves movement across geographic destinations. In this instance, the negative consequences may have a three fold effect. Firstly, the employee may need to bear the cost of relocation and as such is financially disadvantaged. Secondly, the quitting employee may be forced to distance familial ties and lose support with their network of friends. Thirdly, the individual turnover may disrupt the partner's employment and children's schooling and may subsequently result in disharmony amongst the family members.

The preceding discussion has presented the negative consequences of turnover that may be experienced at both an organisational and individual level. In contrast, the discussion below presents the work of those who have challenged and questioned the well documented historical stance that turnover is largely undesirable. Chambers (2001) and Mobley (1982) suggest that employee turnover represent a positive consequence for the organisation,

the exiting employee and those employees who choose to remain employed in the current organisation.

On an organisational level a positive consequence that may be accrued as a result of employee turnover is the decreased repetitions of other occupational withdrawal behaviours such as absenteeism, non-genuine sick leave, lateness, frequent annual leave and dissatisfaction due to imbalance of work-life ratio (Hughes & Bozionelos, 2007). This is supported by a recent meta-analysis conducted by Zacharatos, Hershcovis, Turner, and Barling (2007) who found a positive relationship between absence and employee turnover. An added positive consequence of employee turnover for the organisation as pointed by the authors Alexander, Bloom, and Nuchols (1994) is that the frequent turnover of employees may ease the process for a fresh infusion of modern technology and creative new employees. This is especially true when poor or non performers exit the organisation and are replaced by higher performing and motivated employees (Peterson & Luthans, 2003).

Employee turnover may provide the organisation with an opportunity to reduce labour costs, consolidate and re-haul the organisational structure introducing change management practices (Mobley, 1982). Furthermore, researchers such as Appelbaum, Patton, and Shapiro (2003) assert that voluntary employee turnover is an ideal opportunity for the organisation to introduce recruitment strategies to reduce the total cost of labour by not re-hiring thus avoiding the necessity to implement costly downsizing programmes i.e. redundancies packages, early retirement incentives and compulsory layoffs.

However at an individual level, studies by Lockwood & Ansari (1999); Wheeler, Gallagher, Brouer & Sablynski (2007) suggests that turnover may offer a positive consequence when the decision to leave the current organisation results in the employees immediate benefit. Such as career progression opportunities, increased wages, better job security, more

interesting/challenging work, better retirement plan, health insurance and more congruent person-organisation fit.

On the contrary Westerman and Yamamura (2007) in their study indicate that for those employees who remain employed by the organisation, in the wake of those who exit, positive consequence such as sense of loyalty, increased opportunities for internal vacancy, chance to learn new skills in a flexible work environment, improved work conditions such as overtime, conveyance benefits and recognition of seniority from new co-workers may result.

The preceding review has presented the potential negative and positive consequences that may be felt by the organisation and an individual when an employee decides to terminate their employment. In respect to the aim of this discussion, that is to illustrate the practical importance of continuing to study the employee turnover phenomena; it may be concluded on the basis of the impact of the consequences explained, that employee turnover should be an organisational concern for academician and practitioners alike. From a practical viewpoint, employee turnover is important because of the pervasive effect that it may have on the viability of an organisation and the commitment and satisfaction of employees.

The preceding discussion argued, based on the consequences of turnover, that further research on this organisational issue is needed. The discussion that follows below examines evidence that highlights the need to measure and predict employee turnover due to the potential impact on organisational and employee issues. The review will present and critique several key models that have been designed to measure employee turnover as a precursor to prediction and prevention.

2.2.6 Measurement

Turnover is seldom measured in a sophisticated manner that enables distinction between cases where employees have chosen to leave, and cases

where employees have had to leave for reason beyond their control. As elucidated below, organisations use a relatively crude technique of turnover measurement. Refer the following formula by Marchington and Wilkinson (2002) -

$$\frac{\text{Leavers in year}}{\text{Average number of staff in post in a year}} \times 100$$

This formula does not differentiate instances where employees leave due to dissatisfaction of their job, from instances where employees quit due to ill health and/or voluntarily retire or where organisations make employees redundant. The measurement of turnover tool needs to be highly refined in order to enable resource planners to classify categories of quitters and identify the simulators to turnover (Marchington & Wilkinson, 2002).

This is essential because grouping all quitters under one group would lead to distorted measure of turnover. The reason being that turnover is one of the indicators of organisational effectiveness and justifies constant scrutiny and understanding. Huang, Lin, and Chuang (2006) states that turnover is unique to individual organisations. Factors that may lead to turnover in one organisation may or may not lead to turnover in other organisations.

Peterson (2007) study indicates that measurement of turnover can assist in the planning, control and prediction and basically understanding of turnover lies in the nuances to manage turnover effectively. However, there are problems implicit in gaining an understanding because besides the construct of voluntary employee turnover, considerable distress surrounds the factors to quit. Simply by using the formula mentioned above, organisation can misjudge the complexities inherent in assessing the measure of turnover. By studying a non-complex aggregate data, such as leavers in a year over staff employed in a year, these variables offer little to the organisations to improve turnover or retain selected staff. This measurement severely restricts the utility of such aggregated measures as they fail to offer information to manage turnover effectively (Campion, 1991).

Potentially, a stable measure of turnover should make distinction between dismissal, redundancy, retirement and voluntary turnover. The measure of turnover should clearly differentiate between functional (such as beneficial) turnover and that which is dysfunctional, in terms of employee productivity and the extent to which they are an asset to the organisation (Longo & Mura, 2007). A blanket reduction in the level of employed staff may only offer fraction of a solution while overlooking the potential to retain desired employees. In comparisons measurement and management of employee turnover could offer the opportunity to discharge ineffective employees and substitute with effective employees, improved work practices and latest technology (Campion, 1991).

However, measurement of employee turnover can be illusory where employee turnover is perennial. In this circumstance, Hendrie (2004) proposes that organisations would rather prioritise the need to control aggregate levels of employee turnover and establish a cohesive workforce rather than develop targeted retention initiatives.

The preceding discussion has attempted to explain that the measurement schema utilised to manage employee turnover has two fold benefits. The first presents an opportunity to retain productive employees and the second offers the benefit to replace unproductive employees with productive employees. Given that the objective has been achieved, the following debate expresses the need to predict employee turnover.

2.2.7 Prediction

Employee turnover is the result of an employee's decision to quit employment. These decisions can be classified under three headings. Firstly, decisions which are impulsive and taken on the spur of the moment by employees who have a casual attitude to employment. Secondly, decisions which are pre-empted by external environment or non-work related. Lastly, some decisions are momentous signifying a turning point in an employee's work of life career

(Elangovan, 2001; Morrell et al. 2004). These dimensions of an employee's motivation process popularly considered as being the end stage of employee turnover, provides the opportunity to identify determinants of turnover, thus facilitating the potential to predict and control employee turnover (Wiley, 1997).

Simplistically, researchers have sought to identify the characteristics that influence future decisions to quit. (Hicks-Clarke & Iles, 2000; Yousef, 2000) This would provide an organisation with the element of predictive power. Organisations would then utilise the measures to plan resourcing and influence selection processes. However, the employee turnover phenomenon has proved elusive to prediction. Some variables such as affective commitment, job tenure and age have indicated a conclusive link to employee turnover, while other variables such as work conditions, job satisfaction, and intent to leave have not been identified as conclusive variables.

Ironically, in cases where the variables have indicated predicative powers, it is contentious how useful this can be to organisations seeking to prevent turnover. Given that the influence of these variables is most effective when the decision to turnover is made by an employee. It is, therefore, a complex situation, wherein, the operational validity of the variable is negated by the reduced warning period given to the organisation to take corrective action and the limited time there is to then change an employee's decision to quit (Sutherland, 2002).

Circumstantially, evidence indicates that data gathered shortly before an individual decides to quit, is likely to offer inference that are more reliable. Research conducted by Sheridan and Abelson (1983) indicates that this information is valuable and that it is not simply a function of there being insufficient time to influence the process, but a corollary of the 'cusp' nature of the employee turnover decision. Observing from an organisational lens, this may mean that the prediction is reliable, when the employee is so close to quitting, it is futile for organisational intervention. However, literature notes

that it is difficult to abandon the goal for an inclusive model of measurement of employee turnover, since some of the factors of the prediction model can be useful to positively influence and correct absenteeism or lateness and obviate job dissatisfaction (Cohen & Golan, 2007). In all fairness, organisations are unlikely to ever completely measure, predict and control employee turnover, but continued research has produced various models of turnover which have sought to improve and control the management of employee turnover despite their limitations.

The preceding data has explained the complications of prediction of employee turnover. However the futility of the exercise is taken as a challenge by researchers to continue to find a model of measurement which may or may not be universally acceptable. The following prologue examines and critiques key models that have been designed as a precursor to prediction, prevention and control of employee turnover ratio.

2.2.8 Employee Turnover Models

The object of 'effective management' of employee turnover dictates that a complex level of focus needs to be achieved by organisations in order to selectively influence the employee turnover process. The concept of voluntary employee turnover may need to be defined in terms of generalisability across the sector or differently for each specific organisation. In view of these complications, the aim of a comprehensive turnover theory can seem unrealistic (Meyer, Becker & Vanderberghe, 2004). As indicated earlier the phenomenon of employee turnover assumes greater interest to organisations because it is significant, costly and time consuming. All these characteristics support the formulation of theoretical models that provide an understanding of the key factors involved in explaining voluntary employee turnover.

Despite contextual and relational texts explaining the economic and psychological dimension of the employee turnover phenomenon, as well as its organisation importance, various researchers have over the decades justified

the adoption of models in employee turnover research. Spector's (1991) study has highlighted that the turnover models have sought to move beyond simple bivariate explanation by modeling multiple explanatory variables of employee turnover and demonstrating the relationship that exists between the variables. However, the complexity surrounding the phenomenon introduces a challenge which makes such modeling far from simple. It is, therefore, the objective of most researchers to draw a model which fit empirical data on employee turnover perfectly. This facet appears impractical given the inherent intricacy of social phenomena that poses a problem for a universal acceptable model.

Traditionally, employee turnover research has been divided into two schools according to Nel et al. (2004). Although classification is bound to arbitrary, given the vast amount of research to date, it is essential to provide a meaningful segregation between two central traditions of turnover research. For the purpose of the review, these two schools of research are been called the economic market school and the psychological school (Du Plessis & Venter, 2007). This division provides a way of organising the literature on employee turnover and related models. A major difference between a psychological school and an economic school is the former places prominence on the decision dimension to turnover, while the latter places emphasis on the relationship between external variables such as alternatives, opportunities, unionisation, labour market conditions, pay satisfaction and job search. Key studies in the economic school include investigation of perceived alternatives Kirschenbaum & Mano-Negrin (1999); alternative opportunities Griffeth et al. (2000); attitudes towards money Tang et al. (2000); union support to employees Head & Lucas (2004). In contrast, studies with the psychological school include investigation of job satisfaction, Boxall et al. (2003); March & Simon (1958); Mobley (1979); organisational commitment Griffeth et al. (2000); Stallworth (2003); other commitments Allen & Meyer (1990); career commitment Alatrasta & Arrowsmith (2004); training Forrier & Sels (2003) and productivity Guthrie (2001).

The discussion below focuses on the different criterion's that are utilised by the researcher of this project to select employee turnover models for inclusion in this review. Each model that was short listed is summarised to compare commonalities that subsist across models of employee turnover.

The first criteria, guiding the selection of employee turnover models for review, involved the regularity with which models were cited and studied by the researcher. The criterion in particular was arrived by way of comprehensively searching the existing literature. Secondly, models were selected for review, based on the importance of their contribution to the literature. The importance of their contribution was assessed on their implications and assessments made by the different researchers. Thirdly, models were chosen based on the multiplicity to elucidate the employee turnover process. On the basis of the three criterions explained, a number of models of employee turnover spanning several decades of research were acknowledged. The following discussion presents an organised review of these models.

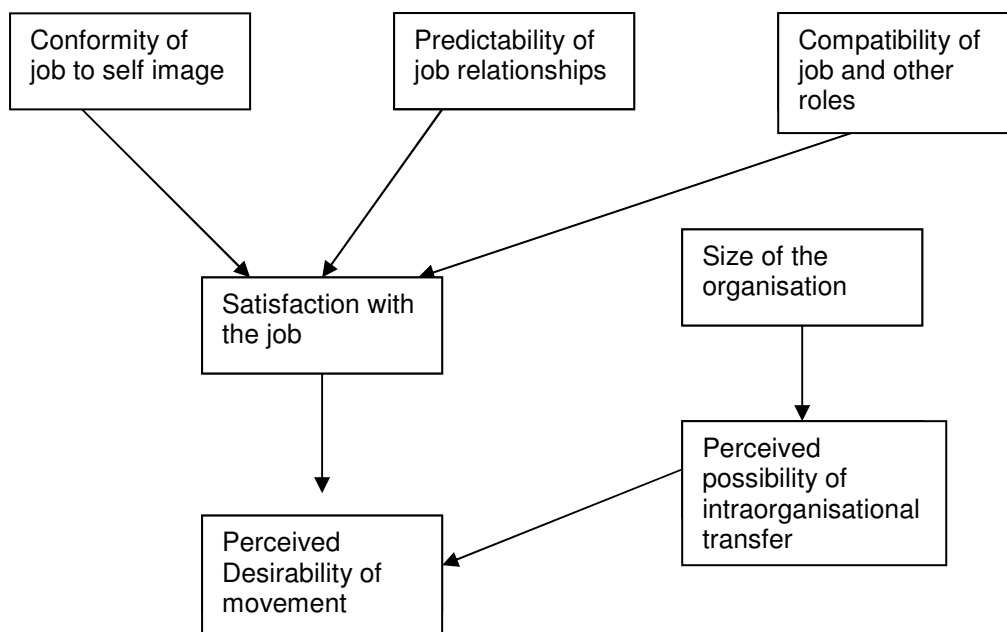
2.2.8.1 Decision to Participate Model (1958)

March and Simon's (1958) employee turnover model was one of the initial attempts at modeling employee turnover. The model, referred to as the 'decision to participate' model is viewed as the precursor for successive models that have been developed by subsequent researchers.

The assumption on which March and Simon's (1958) model is based, is that "increase in the balance of inducement utilities over contribution utilities decrease the propensity of the individual participant to leave the organisation, whereas decrease in that balance have an opposite effect" (p.93). In relevance to context, it is hypothesised that the probability for employee turnover to occur is likely if the employee's labour contributions to the organisation either equals or exceeds that of the wages negotiated by the organisation. As such, the organisation's ability to induce employees through

increased wages ensures that the employees continue to be motivated to prolong their relationship with the organisation. In theory, it is explained that the wage-contribution equilibrium is influenced by two distinct but related concepts: (a) perceived desirability of movement from the organisation; and (b) perceived ease of movement from the organisation.

Figure 1: Decision to Participate Model-Perceived Desirability of Movement



Source: Mobley (1982, p.116). Employee Turnover: Causes, Consequences and Control. Reading, London: Addison-Wesley Publishing.

Figure 1 above, illustrates the section of the model that relates to the effect of perceived desirability of movement from the organisation on employee turnover. It is assumed that the intensity of job satisfaction experienced by the employee is influenced by the perceived desirability of movement from an organisation. Job satisfaction diminishes the perceived desirability of movement whereas job dissatisfaction increases the desirability to move.

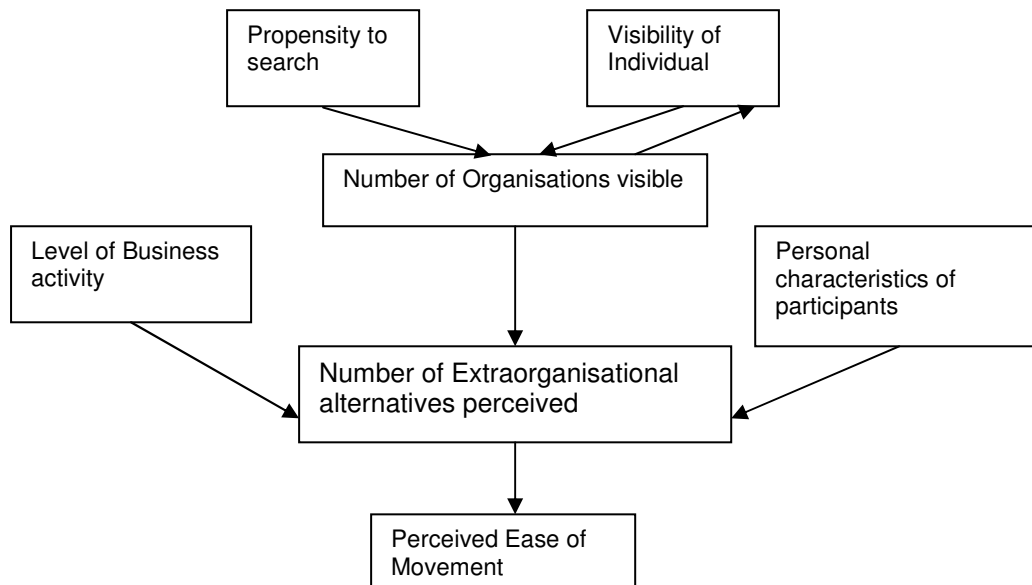
As indicated schematically, the three factors that effect job satisfaction include conformity of the job to self-image, predictability of job relationship and compatibility of job and other roles. Job satisfaction is either increased or reduced as a result of the level of conformity that relates job description to the employee's personal image. Dissatisfaction occurs when basics of personal image, including self-esteem, autonomy and identity are discouraged by the organisation.

The second variable influencing job satisfaction relates to the predictability of job relationship. Satisfaction is high when employees can predict their relationship to the job and vice versa dissatisfaction is high when relationship on the job is low. Thirdly, job satisfaction decreases when the employee cannot blend work demand with the demands of other roles.

It is hypothesised that in addition to job satisfaction, perceived desirability of movement is influenced by the size of the organisation. In larger organisations, the perceived opportunity of intra-organisational transfer is more than that perceived by employees in smaller organisations. Large organisations have the flexibility to offer role change opportunity to employees to shift to a different department of the same organisation in order to prevent their permanent exit from the organisation.

Figure 2, below, illustrating March and Simon's (1958) model relates to the perceived ease of movement. As depicted in Figure 2, below, it is projected that perceived ease of movement is a direct consequence of the perceived alternatives. It is suggested that the greater the number of perceived alternatives, the greater the perceived ease of movement. Additionally, it is hypothesised that three factors influence the extra-organisational alternatives that are perceived by the employee. These alternatives include level of business activity, number of visible organisations and personal characteristics.

Figure 2: Decision to Participate Model - Perceived Ease of Movement



Source: Mobley (1982, p.116). Employee Turnover: Causes, Consequences and Control. Reading, London: Addison-Wesley Publishing.

Firstly, when the current economy and business is booming, unemployment tends to fall. In this circumstance employees perceive that additional extra-organisational alternatives are obtainable.

Secondly, personal characteristics such as age, gender, social hierarchy, tenure of service and qualification influence the acuity of extra-organisational alternatives. For example, employees with long tenure perceive the highest resistance to ease of movement or female employees with fewer years of experience and high number of dependants perceives the greatest ease of movement.

Thirdly, the number of visible firm is a factor influencing the perception of extra-organisational alternatives. It is assumed that the greater the number of firms that are visible to the employee, the greater the number of perceived extra-organisational alternatives. The extent of visibility of an organisation is prejudiced by the organisation being employer of choice, overall brand equity, individual talent and top product line. Employees who have developed a

network of high profile contacts, who live in areas of economic prosperity and within proximity of excellent geographical development will have the opportunity to view a greater number of organisations.

The number of organisations visible to an employee is gauged on two factors; propensity to search and visibility of individual. The actual number of organisations that are visible to an individual employee is dependent on the inclination and propensity of the employee to conduct a real search for alternate employment. In further support, the visibility of an individual is totally dependent on the inimitability of the individual employee, the status in their social circle and chain of contacts.

It is important to note, that empirical testing of March and Simon (1958) decision to participate model of employee turnover is deficient. Due to the simplicity of the theory, very few researchers have validated their work. Although, some researchers have chosen to selectively test a number of basic variables of the original theory by means of more recent models of this nature. To sum up, the seminal work of March and Simon (1958) is not only acknowledged but continue to sway contemporary employee turnover modeling.

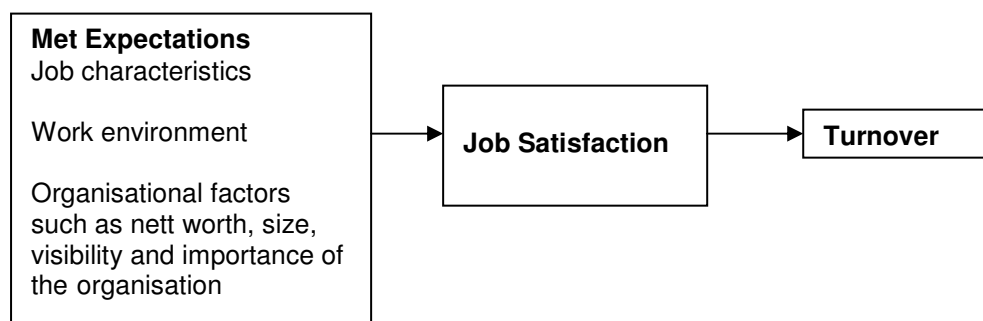
2.2.8.2 Met Expectation Model (1973)

The Met Expectation model developed by Porter and Steers (1973) was one of the first turnover models to emerge following the seminal work of March and Simon (1958). As the model's name suggests, the model made a pivotal contribution to the literature with the inclusion of 'met expectation' as a crucial variable in the employee turnover process. Porter and Steers (1973) claimed that employees join an organisation with a unique set of expectations. These expectations may be related to their job description, work environment and at macro level several organisational factors such as nett worth, size, visibility and importance of the organisation. An expectation is always considered as relative in nature and is easily influenced by personal traits of the employee,

such as age, gender and nationality. Porter and Steers (1973) hypothesis was that if the organisation does not meet the employees expectations, the employee will become dissatisfied and will be more inclined to turnover.

Figure 3, below illustrates the sequential 'if' effect, that if expectations not met, this leads to job dissatisfaction and in turn leads to employee turnover.

Figure 3: Met Expectation Model



Source: Porter, & Steers (1973, p.151-176). Organisational, work and personal factors in employee turnover and absenteeism. Psychological Bulletin, 80 (2).

Porter and Steers (1973) in their review of turnover studies, asserted "the centrality of the concept of met expectations in the withdrawal decision" (p.170). The researchers further stated that "job satisfaction is viewed as the sum total of an individual's expectation on the job". Met expectation, is the difference between what the employee expects on the job and what the employee experiences in reality. Employees tend to have very different expectations about individual conditions or circumstances of a job, so that a given job condition may not have a uniform impact across all employees. It is, therefore certain that the extent to which each individual's expectation are perceived 'to met' may vary dramatically and the authors asserted that when an employees expectations are not significantly met, their propensity to withdraw increases. Thus both experience and expectation influences the employee's inclination to quit the job or stay.

Irving and Meyer (1995) indicate the year 1977 as very significant in light of two major models of employee turnover emerging in the literature. The models were Mobley's (1977) intermediate linkages model of turnover and Price's (1977) employee turnover model. Even though, these models did not construct upon or add to the work of Porter and Steers' (1973) they made a contribution to existing literature by targeting on the importance of job satisfaction in the process of employee turnover. At this juncture it is important to note that literature has credited Porter and Steers' (1973) model as being the first attempt to explain employee turnover through the met expectation hypothesis (Irving & Meyer, 1994). In relation to employee turnover, the models of Mobley (1977) and Price (1977) were credited as being the first to clarify the role of job satisfaction in employee turnover research. The following discussion elucidates each of these models, beginning with the effort of Mobley (1977) and then Price (1977).

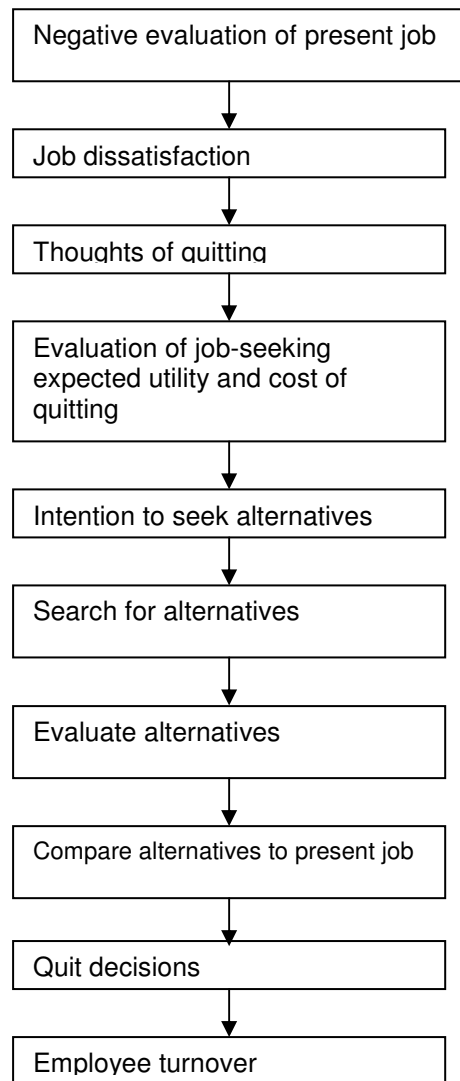
2.2.8.3 Intermediate Linkages Model (1977)

The intermediate linkages model of employee turnover was developed by Mobley (1977). Mowday, Porter, and Steers (1982) explained that the model examined the intermediate linkages between job satisfaction and turnover.

Figure 4, illustrated below, hypothesised that a negative evaluation of the job leads to job dissatisfaction. Job dissatisfaction in turn influences ideas of quitting which then leads to an evaluation of the utility of job search and cost of quitting. If organisational exit is perceived as not stressful or unreasonable, then intentions to seek alternatives will germinate and a subsequent search for alternative job will ensue. In the circumstances, that the employee finds an alternative job opportunity, the employee will evaluate the alternate benefit and engage in a comparative study between the current job and the matching job alternative. If the job alternative is found to be more attractive the employee will be motivated to make the decision to quit the current organisation and will eventually quit leading to employee turnover. This chain

is cyclical and generally occurs when employees are dissatisfied with some or all the facets of their current organisation.

Figure 4: Intermediate Linkages Model of Employee Turnover



Source: Mobley (1982, p. 123). Employee Turnover: Causes, Consequences and Control. Reading, London: Addison-Wesley Publishing.

Mobley (1977) intermediate linkages model demonstrates potential deviations from the other models. Firstly, the author proposed that an employee who is dissatisfied may or may not advance through the above process but may overtly exhibit job withdrawal behaviours. Secondly, the lure of high visibility of

job alternatives may influence the employee to evaluate other alternatives spontaneously. In this event, the evaluation process for an alternative job opportunity may be undertaken despite the absence of dissatisfaction. Thirdly, the model made concession to account for impulsive behaviour of the employee wherein the employee quit the organisation without proceeding through the model ladder of dissatisfaction. Fourthly, employees who wished to withdraw from the employment market were considered as divergent to the linkages model. Lastly, he also acknowledged that intention to search for job alternatives may be directly prejudiced by non-work factors, such as dependent parents, transfer of spouse or children studies which may initiate a job search for alternatives in order to achieve alignment with familial pressures despite experiencing high job satisfaction.

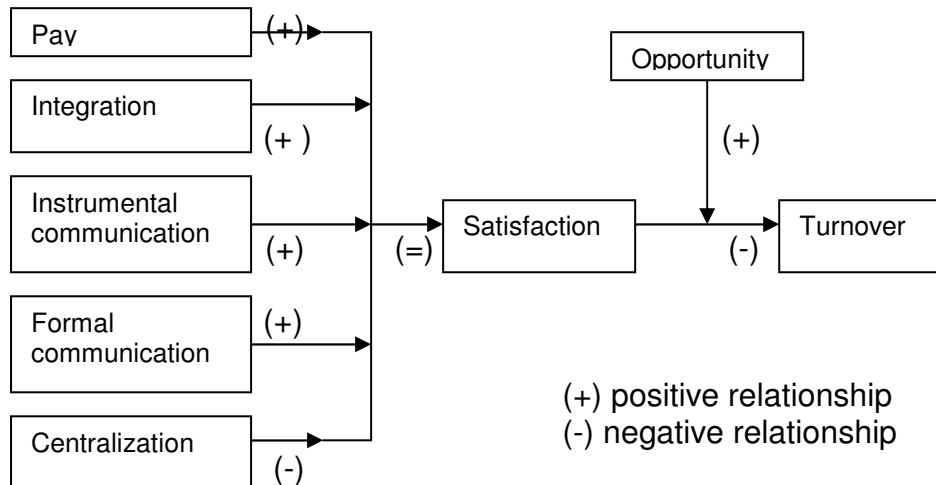
In summary, the model of Mobley (1977) provides a significant contribution to existing literature as a result of its efforts to fill the gaps in the intervening processes that occur between job satisfaction and employee turnover. According to Hom and Griffeth (1995), the turnover theory presented by Mobley's (1977) has held the most empirical scrutiny of all the models that have been initiated and continues to lead the employee turnover research.

2.2.8.4 Structural Model (1977)

The second model to emerge in 1977 was the structural model by Price (1977). As explained in Figure 5 below, Price (1977) suggests that five variables play a key role as determinants of employee turnover. His premise was that pay, integration, instrumental communication, formal communication and centralisation determine job satisfaction levels. Job satisfaction is high when employees are more involved and integrated within the organisation and the organisation encourages informal communication rather than enforcing instrumentally structured and formal communication. Price (1977) further indicated that in the event of dissatisfaction an interface effect must occur between job dissatisfaction and the opportunity of alternative job for employee

turnover to result. It is, therefore, that dissatisfaction leads to turnover when greater opportunities for alternative job exist.

Figure 5: Structural Model



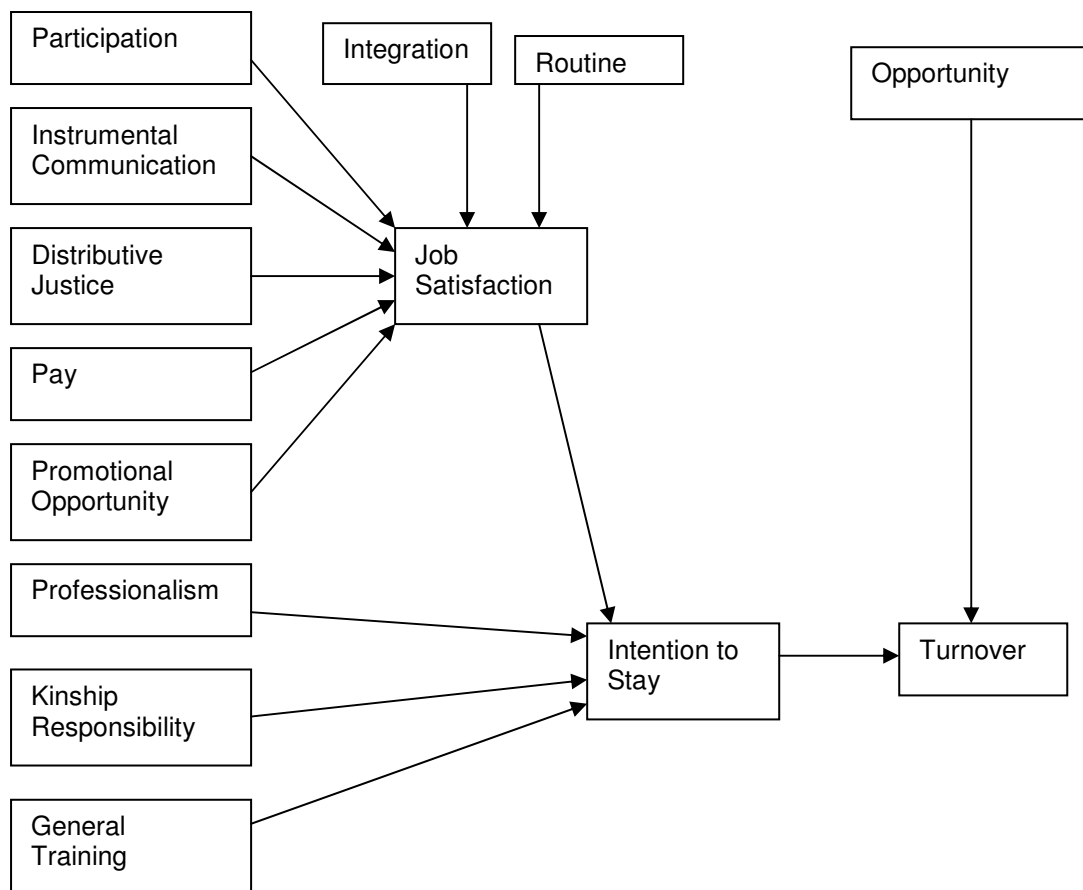
Source: Price (1977, p.84). The Study of Turnover. (1st ed.). Ames, USA: Iowa State University Press.

The original model devised by Price (1977) was revised. Research by (Price & Mueller, 1981, 1986) further sought to develop robust models of employee turnover by adding and expanding the existing model developed in 1977. The following discussion reviews the input of the revised models in comparison to the sizeable changes that each of the models made to the original model.

The revision in 1981 of the original model expanded the number of variables that are likely to influence job satisfaction. Price and Mueller (1981) added variables such as participation, distributive justice and promotional opportunity as key factors that could potentially influence the levels of job satisfaction. Intention to stay was added as a direct precursor to actual turnover. The model suggested that professional behavioural pattern, close friendship with colleagues, general training and job related autonomous decision making ability enhanced the employee's intention to stay.

The above researchers further presented that opportunities for job alternatives directly affects turnover. As indicated in Figure 6 below, job satisfaction reinforces intention to stay with the organisation. The major difference in this model relates to the level of direct relationship between intention to stay and alternative job opportunity on actual turnover. Given that the revised model portrays alternative job opportunity as directly related to actual turnover as opposed to the mediator role it played between job satisfaction and turnover in the original model.

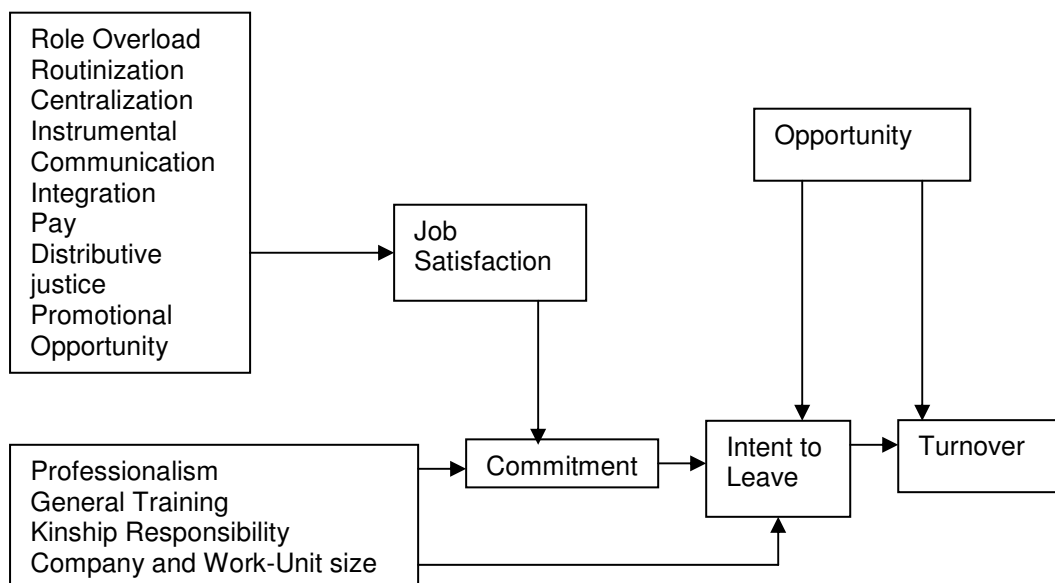
Figure 6: Structural Model



Source: Hom, & Griffeth (1995, p.61). Employee Turnover. USA: South Western Publishing.

Price and Mueller (1986) further expanded the number of variables relating to job satisfaction. As depicted in Figure 7 below, three variables i.e 'routinization', 'role overload' and 'pay' (family) were added to the list. The importance placed on a comprehensive list of determinants by Price (1977); Price & Mueller (1981, 1986) is in contrast to other models which seek more generic factors to explain employee turnover. In addition, the variable 'company and work unit size' was included in the model as one of the key determinants of intention to leave the organisation. The interplay between intent to leave the organisations and the variables that influences job satisfaction was modified with the insertion of commitment. Commitment was arguably the moderating variable in the relationship between job satisfaction and intention to stay. The 'centralisation' variable indicates empirical support to the original model of 1977.

Figure 7: Structural Model



Source: Hom, & Griffeth (1995, p.61). Employee Turnover. USA: South Western Publishing.

In support of the model, Price and Mueller (1986) have complimented the benefits of the comprehensive lists of determinants which have been

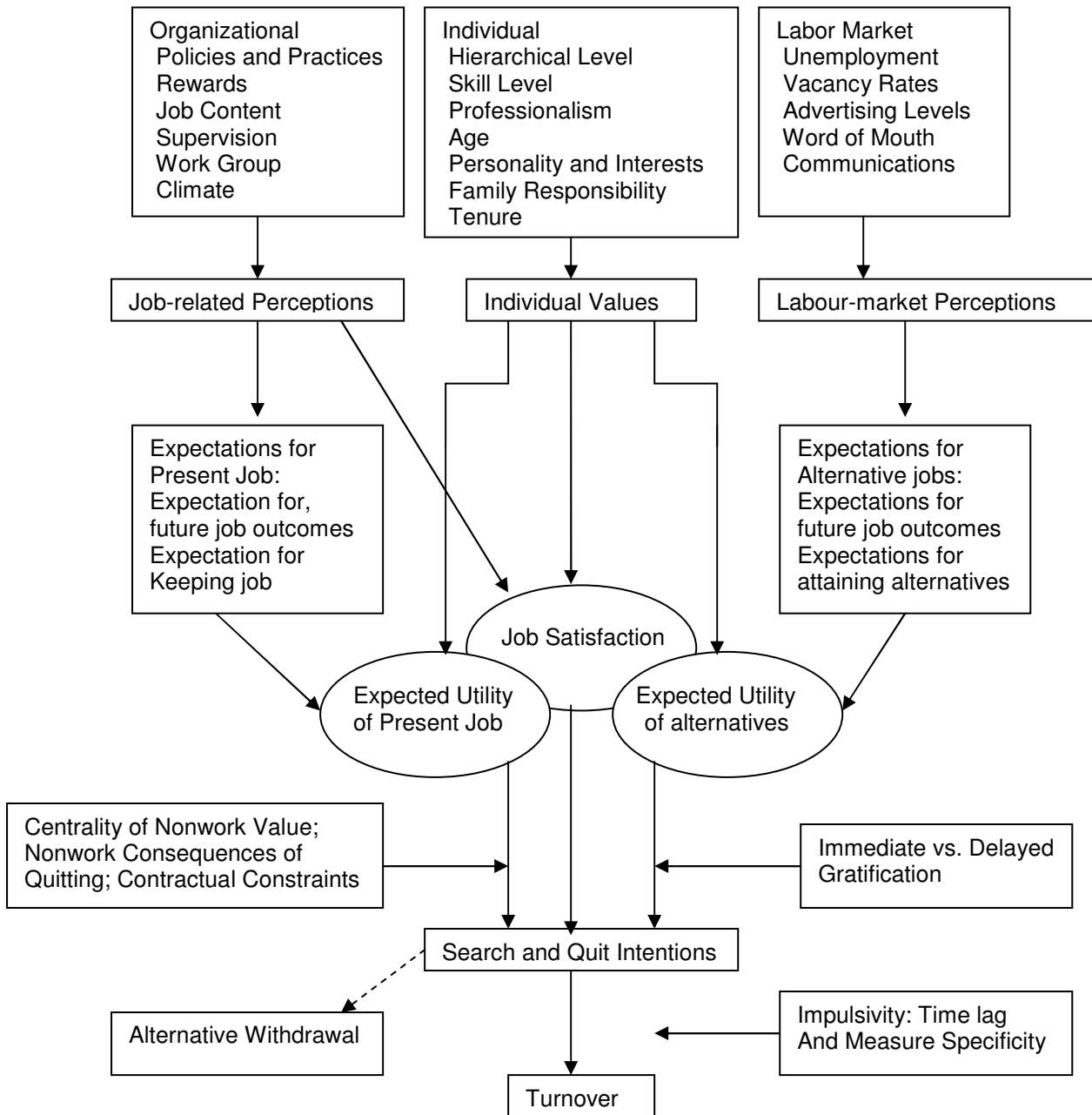
empirically and theoretical validated. However, critics bemoan the fact that this model represents a second generation refinement and extension of the Price (1977) 'structural' model of turnover. Hom and Griffeth (1995) explain that the model was undermined as analysis indicated significant relationship between null pathways. It is argued that the testing of this model has been restricted to hospital staff and that is considered to be a limiting factor of the model. Although Mano-Negrin (2001) study concludes that there is evidence to indicate that there are few differences between the study of nurses and other occupations in terms of employee turnover.

In summary, the initial model presented by Price (1977) provided substantial contribution to the literature on employee turnover. The model was theoretically sound and was based on an organised and inclusive research of the relevant literature. It is evident that the revised models of Price & Mueller (1981, 1986) improved turnover research and pioneered the use of causal modeling techniques.

2.2.8.5 Expanded Model (1979)

Mobley's (1977) intermediate linkage model was revised in subsequent years. Mobley et al. (1979) expanded model of turnover was based on the intermediate linkage model, expectancy theory and other earlier developed models of turnover. The idea was to portray search and quit intentions as the precursor to turnover. The model offers a comprehensive account solely because it is multivariate in scope, including organisational, environmental and individual variables. In this expanded model of turnover, four major determinants of decision to quit were hypothesised. The four determinants include job satisfaction, expected utility of alternate roles within the organisation, expected utility of alternate roles outside the organisation and non-work values or roles.

Figure 8: Expanded Model



Source: Mobley, Griffeth, Hand, & Meglino (1979, p.493-522). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86 (3).

The principle determinant of turnover that Mobley et al. (1979) identified was job satisfaction. Job satisfaction as described by Mobley (1982) arises from

individual employee evaluation of the job and comparison with employee's personal values. This emphasizes that job satisfaction has individual difference. The employee perceives attainment of job satisfaction when similarity between the employee's values and that which is provided by the organisation to satisfy those values is achieved.

The model suggests that job satisfaction is influenced by individual differences. The attainment of job satisfaction across different employees is dependent totally on the individual employee's set of pre-determined values. Price and Mueller (1986) consider 'routinization' as a global construct which they hypothesize is negatively related to job satisfaction. However the Mobley et al. (1979) expanded model considers 'routinization' differently, as this variable might influence different employees in different ways.

Circumstantially, one employee might find routine work dissatisfying or demotivating, while another employee may prefer routine in their work, perhaps because it provides stability. Given this predicament, dissatisfaction may result irrespective of a similarity between the employee's values and that which is provided by the organisation, if the employees perceive that the organisation is not satisfying their needs. Given the above argument, the advantage of the Mobley et al. (1979) expanded model is that, the model allows scope for individual differences and permits the organisation to use initiative tools to selectively influence job satisfaction, which is more effective in the management of employee turnover. The model also stresses the importance of employee perception which undermines several variables, such as 'opportunity', 'promotion', 'distributive justice' and 'pay'.

The second determinant of turnover, according to Mobley et al. (1979) is the expected utility of alternative work role within the organisation. Mobley et al. (1979) proposed that an employee may remain with the organisation, despite being dissatisfied with their current job and alternate employment being available, in the hope or expectation that their current employment will either change or lead in the future to a position more satisfying. For example,

occupations where a period of apprenticeship or basic training is mandatory, such as junior medical officer may work long on call hours continuously whilst training, yet tolerate the situation knowing that it is only to be for relatively short periods in their career. Conversely, a satisfied employee may leave, either because they are aware that the situation is about to change for the worse, or who holds negative expectations regarding future possibilities within the organisation. In summary, expected utility of the current job is dependent on an employee's individual set of values, the current achievement or the expected possibility of realizing those values from the present employment.

The third determinant of turnover relates to the expected utility of alternative work roles that are outside the organisation. It is indicated that despite dissatisfaction the current job and/or negative future expectations, employees may not quit their present job, because they perceive the alternate job opportunity as non-existent. In contrast, the employee may quit if alternate job opportunities are obtainable even though the employee exhibits high level of satisfaction and has positive perceptions of expected opportunities in the future within the organisation.

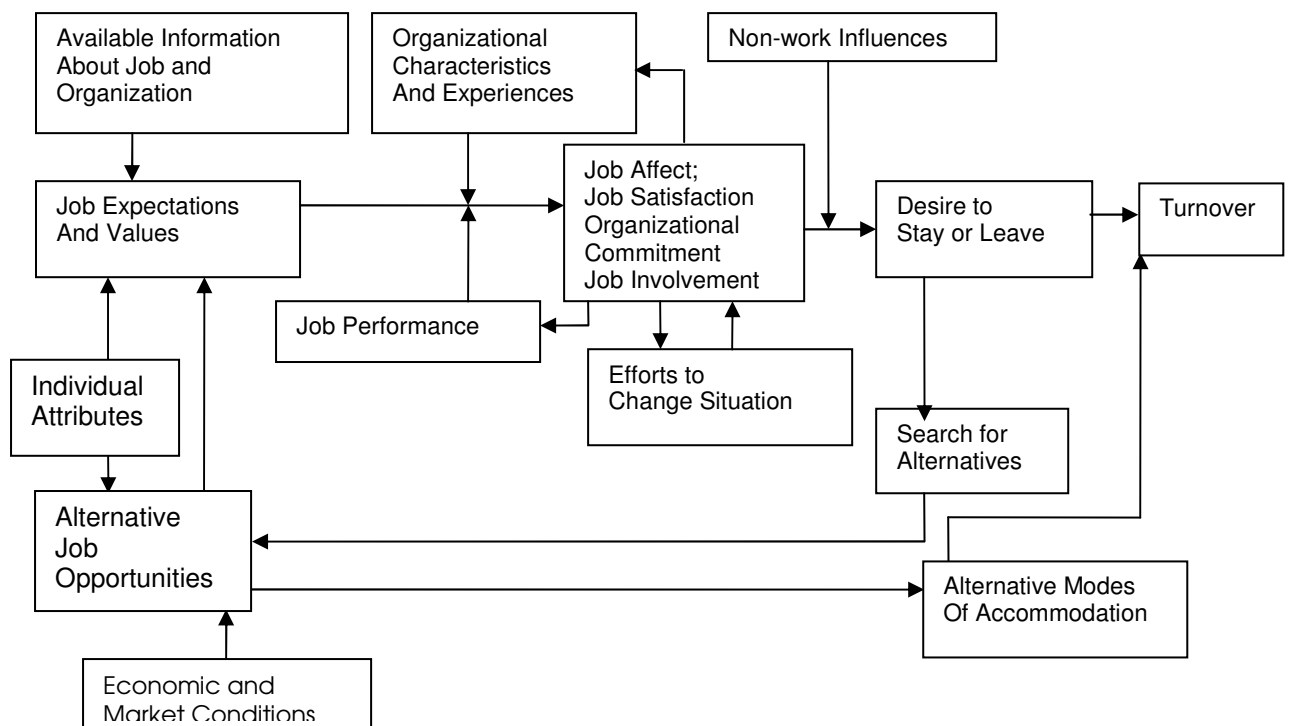
Lastly, it is indicated by Mobley et al. (1979) that non-work values or roles may influence the relationship between actual turnover and job satisfaction and perceived alternatives. It is hypothesised that current job and alternatives are evaluated by employees in conjunction with their expected assistance or conflict with non-work values or roles. In addition, the model includes alternate forms of withdrawal and impulsive quitting. Mobley et al. (1979) demonstrated that withdrawal behaviours such as absenteeism, refusal to work, drug abuse, sabotage and indifference to work are signals to indicate that job dissatisfaction exist. However, if the employee is faced with constraints to turnover, the employee passes through a phase of withdrawal behaviour as an alternate to quitting, given that quitting is not an option due to prevailing constraints and lack of alternative job offer. The model delves on impulsive quitting wherein turnover may be the result of an impulsive decision to quit the organisation and may bypass the lengthy sequence of turnover mechanism.

One of the limitations of the model is its complexity and comprehensiveness as it addresses the individual, economic, organisational and environmental variables. It is, therefore difficult to assess the model as whole and research has only partly validated portions of the model (Hom & Griffeth, 1995). The advantages are that the model has included an expectancy dimension and an emphasis on individual evaluation of values besides providing a multivariate explanation of the employee turnover process.

In summary, Mobley et al. (1979) expanded model, undoubtedly provided a detailed approach to the turnover process by providing an articulate multi dimensional explanation of the employee turnover progression and examined fresh variables such as non-work roles and values.

2.2.8.6 Multi-Route Model (1981)

Figure 9: Multi-Route Model



Source: Hom, & Griffeth (1995, p. 71). Employee Turnover. USA: South Western Publishing.

Figure 9 above, depicts the model developed by Steers and Mowday (1981). The model sought an inclusive approach to bridge the vast amount of turnover research by creating a model that extended and included earlier research. Mowday et al. (1982) explained by dividing the model into three components: (1) job expectations and values; (2) job affection and attitudes and desire to quit; and (3) desire to quit, alternative opportunity and turnover.

In the first component of the model, it is implicit that employees nurture a set of job expectations based on their individual capabilities and requirements. Job expectations can be segregated into three factors that include individual characteristics, knowledge of the job and alternative job opportunity. In terms of individual characteristics, criteria such as age, personality, gender and familial duties either enhance or constrain the number of alternative job opportunities to the employees. With regard to knowledge of the job, it is proposed that employees, who can and have higher degree of understanding of the job, are in better position to make informed decisions regarding the rejection or acceptance of the job. This knowledge can help the employee in making realistic demand which can be met by organisation. Lastly, alternative job opportunities can lead to rise in job expectations and employees with several alternatives can drive a hard bargain with the organisation (Steers & Mowday, 1981).

In a study conducted by Steers and Mowday (1981) it is explained that job expectation triggers positive and negative affective responses from the employees. The authors further pointed that when congruency between job expectation and organisational interactions is inequitable there is greater likelihood that affective responses will be negative. Steers and Mowday (1981) explained that poor work performance may lead to poor affective response. Poor affective response may lead to low job satisfaction which in turn may adversely impinge on the employee work performance, leading to disciplinary actions being taken by the organisation, subsequently lowering job expectation further. However, Steers and Mowday (1981) also documented that employees realising this downward slide may attempt

corrective action in their work affairs in order to positively sway their affective response.

The second component of Steers and Mowday (1981) model points that affective response, along with non-work pressures, may act as a suggestive prompt towards intent to quit the organisation. The non-work pressures which are external to the organisation may aid the decision to quit (negative) or stay (positive). An example is where the employee may have high job satisfaction but is forced to quit the employment due to non-work influence such as children's health problems.

The third component of Steers and Mowday (1981) model involves desire to quit, available alternatives and actual turnover. It is indicated that the initiation of job search engine implies desire to quit behaviour by the employee. Therefore, if the job search reveals alternate job opportunities, actual employee turnover would transform to reality. They however indicated that there are exceptions to this, that some employees may leave the organisation without initiating a search. In contrast, those employees unable to secure alternative job opportunities despite their desire to quit, may exhibit withdrawal symptoms to camouflage their dissatisfaction.

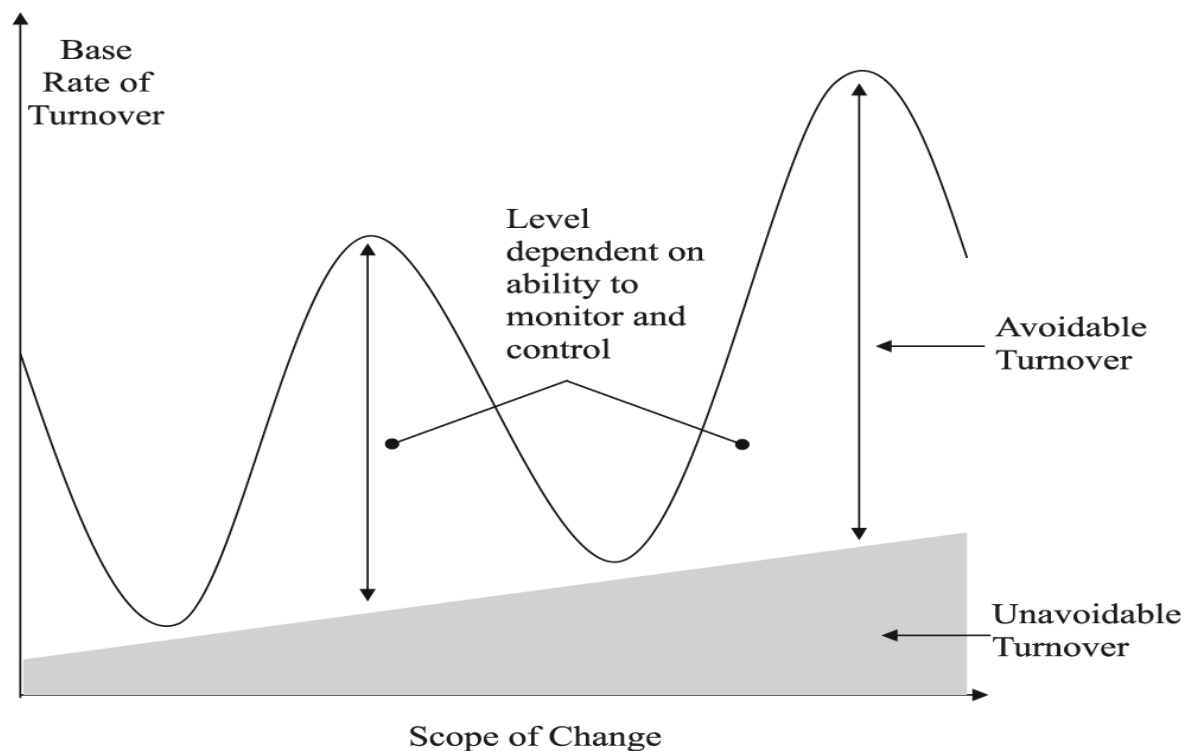
The benefits of the Steers and Mowday (1981) model was that it picked the positive points of other models and designed itself into a broad-based model accounting for several psychological attributes of employees. The most serious limitations of the model, is that no reference is made to pecuniary or monetary aspect of employees demand. The model chooses to ignore the economic consideration that forms an important aspect of an employee's intent to quit in job with low value or status.

In summary, both Mobley (1979), and Steers and Mowday (1981) added a new element to employee turnover literature by theorizing a comprehensive approach in model development.

2.2.8.7 Cusp-Catastrophe Model (1983)

Sheridan and Abelson's (1983) model offered a far more composite account of the intrinsic properties of the employee turnover phenomenon than models developed previously. The model is based on a branch of mathematics known as catastrophe theory.

Figure 10: Cusp-Catastrophe Model



Source: Morrell, Loan-Clarke, & Wilkinson (2004, p.161-173). Organisational change and employee turnover. *Personnel Review*, 33 (2).

Research conducted by Sheridan and Abelson (1983) suggest that the cusp-catastrophe model has been applied to 'employee withdrawal' symptoms where turnover is seen as one of the withdrawal responses. Most organisational adaptation theories hypothesize that employees go through a withdrawal process and the presumed factors of withdrawal may be continuously changing until some threshold is reached that results in the employee moving towards termination from job retention (Sheridan &

Abelson, 1983). The discussion below examines the three main features of the model.

The first feature of the model is that turnover is a discontinuous variable characterised by abrupt change, and a 'delay rule' which reflects the assumption that the employees try to stay in employment for as long as possible, thereby avoiding the extra effort needed to search for and make a job change. The cusp-catastrophe model stresses the importance of withdrawal behaviours as a progressive phenomena that occurs on a continuum from mild to extreme and the reason can be either increased stress or decreased satisfaction. Once an employee feels they can no longer stay, they abruptly change from retention to termination. The theory being that when the proportion of stress to commitment is above a personal threshold, the employee will make the decision to leave, and that this decision will lead to an abrupt change. The reason, being that a constructive reaction to dissatisfaction is to actively change the current work scenario by seeking alternate job opportunities within the organisation or through external opportunities.

The second feature in the adaptation theory is called the 'hysteresis zone' indicating a state of disequilibrium for employees about to change from retention to termination. Sheridan and Abelson (1983) in their model indicate a 'fold' in the behaviour surface where the retention plane or the termination plane casts a shadow over each other. They further proposed that a decision to stay on or leave an organisation is made by the employee, though it may not necessarily be a rational decision. The decision to stay on or leave an organisation is based on the level of job tension and commitment and it may result in a dramatic shift in the employees withdrawal behaviours.

The third feature of the cusp-catastrophe model is the possibility of divergent behaviour on either side of hysteresis zone. On either side of the bifurcated plane, exhibition of employee behaviour is more stable. As we move away from the 'fold' in either the retention plane or termination plane, the change in

behavioural adaptation is minor and less consequential. In contrast, as employees near the bifurcation plane, very small changes in the variable such as job tension, job dissatisfaction and job stress may negatively affect organisational commitment leading to turnover decision. Contrary to other turnover models that integrate the construct of organisation commitment, where satisfaction is a precursor to commitment, the cusp-catastrophe model views commitment as a precursor to satisfaction. The cusp-catastrophe model posits that turnover decisions alter the attitude of the employee from being committed to staying, to being committed to leaving.

The limitation of the Sheridan and Abelson's (1983) model is the inability to represent more control variables and it is restricted to a partial account of the various employees' motives to turnover which are covered in other comprehensive models.

The advantage of the model is that it challenges the concept of predominant methodology in turnover research and provides a coherent alternative way of capturing the processual element to the employee turnover phenomenon. Hom and Griffeth (1995) suggest that the model is a "provocative divergence from traditional linear thinking and a significant theoretical milestone" (p.78).

In summary, the cusp-catastrophe model explicitly recognises that employee turnover process is a discontinuous dynamic phenomenon. The model has further highlighted the implications of a hysteresis zone of behaviour and the likelihood of divergent behaviours. The model has also provided challenges for future research beyond the popular paradigm.

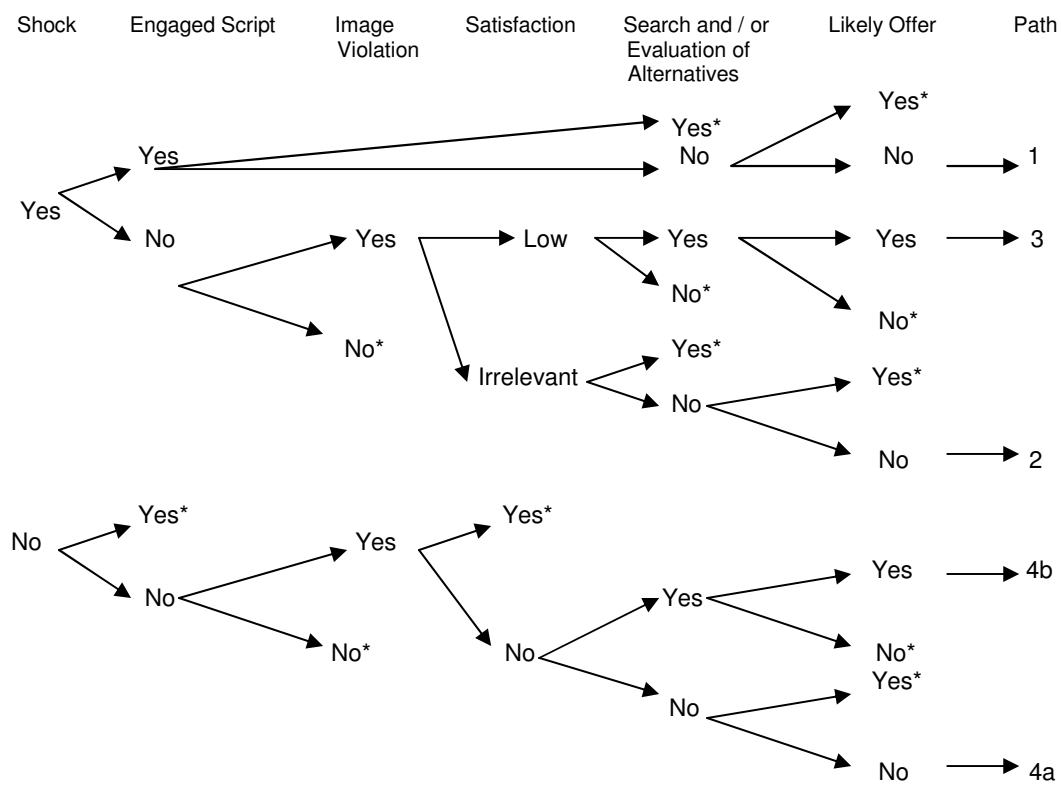
2.2.8.8 Unfolding Model of Employee Turnover (1999)

The key elements that indicated relevancy around the 'unfolding model' are; dissatisfaction with current turnover theory and call for a new theory; emphasis on the decision aspect of turnover; introduction of 'shocks' and

'scripts'; assertion that people leave organisation in different and distinct ways (Lee & Mitchell, 1994).

The model is evolutionary, hence 'unfolding' (Lee & Mitchell, 1991). The unfolding model introduces two central constructs. The inclusion of 'shocks' and 'script' constructs potentially contributed to employee turnover theory. As defined by Lee and Mitchell (1994) "a shock is a particular, jarring event that initiates the psychological analyses involved in quitting a job" (p.51).

Figure 11: The Unfolding Model of Voluntary Turnover



Notes:

Only classifies leavers

* = Non-classifiable route which indicated theory falsification

Source: Lee, Mitchell, Holtom, McDaniel, & Hill (1999, p. 450-462). The unfolding model of voluntary turnover: A replication and extension. *Academy of Management Journal*, 42 (4).

In the figure above Lee et al. (1999) has demonstrated that employees leave their jobs not just because of negative influence, such as job involvement, organisation commitment or job satisfaction, but because of a host of precipitating events. These events are known as 'shocks'. The model outlines four different situations in which employees may choose to leave organisation. Furthermore, Hulin, Roznowski, and Hachiya (1985) explain that the model accounts for different type of quitters and Abelson (1987) reports that the model acknowledges dissimilar reasons for leaving. The main components of the model are shocks, script, job search, image violations and job dissatisfaction.

Lee et al. (1999) indicate the four psychological and behavioural pathways employees generally pursue when quitting. Three of the four pathways are initiated by shocks. It is pertinent to note that assignment to one of the four pathways depicting the turnover process is based on several reasons which initiate a complex process or a jarring event that precipitates an employee to quit. This event is labeled a shock. A shock can be positive, neutral or negative that is foreseen or unforeseen. To refer to an example, securing a scholarship award would be positive, anticipated event. While receiving a promotional offer is also positive, but may be an unanticipated event. In contrast, the boss getting promoted could be considered a neutral event, balanced by positive and negative factors which may or may not be anticipated.

The model portrays pathways 1 to 3 as decision pathways which begin with an initial shock. In path 1, this leads to self enactment script that precludes search and evaluation and leads directly to the employee quitting. Path 2 and path 3 indicate how a shock leads to image violations which cause the employees to review their attachment to the organisation. Hypothetically an image violation takes place when an employee's goals, strategies and values towards goal attainment do not match with those of the employing organisation. In the absence of a script, path 2 describes a violation scenario

which is so immense that it triggers resignation or termination without consideration of job search or job satisfaction.

Path 3 shows how image violations leads to an evaluation of job alternatives due to low job dissatisfaction, which leads to quitting after receiving positive feedback of the probability of a job offer. Job alternatives could include a variety of work and non work options. This is an important feature of the unfolding model as this feature highlights the fact that not all employees leave an organisation to pursue another job.

Path 4 is divided into Path 4a and 4b. In both paths 4a and 4b there is no initial shock. In path 4a, lower levels of job dissatisfaction over an extended period, cause an employee to quit without considering alternatives. Conversely, Path 4b follows the traditional route, where lower levels of job satisfaction leads to resignation after a careful search and consideration of available alternatives.

In its current formulation it is evident from the figure, that the unfolding model does not allow the possibility of feedback as all the pathways are pointing in one direction. The limitations of the model are that it does not consider the employees adaptive behaviour, the environment and the modeling of iterative processes.

In a study conducted by Lee et al. (1999) the researchers assert that scripts constructs are initiated by shocks. Lee and Mitchell (1991) define the concept of script as “a routinized behavioural response that is similar to habit” (p.106). Lee and Mitchell (1994) added that scripts are allied with ‘habits’ and ‘schemas’ (p.71). The habits and schemas influence the mental state that result in routinized behaviours. Scripted behaviours refer to “pre-planned course of actions” (p. 77-78) and Lee et al. (1999) added that “scripts are developed on the basis of pre-existing plan of action” (p.451). It is portrayed by them that the employee offers very little consideration to evaluate the current or alternate job opportunity and acts purely in reference to specific

knowledge about the scenario and their action are based on the context specific knowledge.

Lee et al. (1999), theorized that scripts are present in every day life, but are utilised or enacted only in times of shock. One of the limitations of scripts is that there is significant difference in the use of the term script by the authors and the traditional sense of the term script. The employee turnover decision is a personal decision and hence the term 'script' is inappropriate to use as the possibilities of 'rehearsal' are rare. Further, the issue of formation of script is not completely addressed. Since scripts are dependent on shocks, the nature of shocks may predict whether the employee stay or quits the organisation.

Elements of the model indicate a positive or negative shock to the employee. A positive shock actually reinforces the employee's commitment to the organisation. In contrast, negative shocks, may engage a script that leads to image violations. The employee perceives low job satisfaction and consequently engages in an evaluation or search for alternative job. This would lead to a likely job offer and the employee quitting the job.

The limitation is that the model does not assess interim behaviour of the employee, such as which path the employee will take or when the path will be initiated that might predict the employee's desire to quit. However, the advantage is that this was the first type of study that did not rely on survey type cross-sectional research. Although, the model does not offer complete predictability, a range of shocks can be identified and characterised as reason to stay or quit. This would, as pointed by Lee et al. (1999), provide greater appreciation of the decision pathways which may improve managerial effectiveness.

In summary, the unfolding model by Lee et al. (1999) has attempted to predict the employee turnover phenomenon by introducing the 'shock' and 'script' concept which may provide managers more time to deal with identifiable employee turnover.

The preceding discussion on employee turnover models has highlighted the works of some researchers over the last several decades. These models have over the years evolved in complexity. However, other researchers have debated that a greater level of understanding of employee turnover may be achieved by the development of organisational specific models of employee turnover that take into consideration organisation specific variables. In line with the above argument, the following discussion examines some organisation specific variables.

2.2.9 Organisationally Specific Variables of Employee Turnover

The preceding discussion has highlighted a number of employee turnover models (Gaertner, 1999; Hall, Doran, and Pink 2004; Hom, Caranikas-Walker, Prussia, and Griffeth 1992; Lee, Mitchell, Wise, and Fireman 1996;); These models seek to explain employee turnover relationship by using multiple variables. The models differ from each other, for example, in the type of explanatory variables modeled. Despite the uniqueness that exists between different models of employee turnover, they are linked by a key factor. Undoubtedly, employee turnover models seek to measure and predict for all employees, at all time and across all environments (Tinsley, 2000). The review highlights, based on evidence that these types of 'one size fits all' models are incorrect indicators of employee turnover. The critics of such type of models propose that a greater understanding of the employee turnover may be attained through the development of organisational specific models of turnover that consider variables which are important to the particular organisation and environment fit.

For example, meta-analytic reviews reported by Griffeth et al. (2000) and Hom et al. (1992) found that a strong relationship existed between quit intentions and turnover in military versus civilian populations. Hom et al. (1992) explained that dissatisfaction among the military population was less strongly related to withdrawal behaviour. A weaker relationship existed in search intentions and thoughts of quitting in military staff.

In a study conducted by Cotton and Tuttle (1986), they attempt to contrast the employee turnover process experience by white collar and blue collar employees and between managerial and non-managerial employees. A less reliable relationship existed between satisfaction, the job and employee turnover when comparing blue collar employees to white collar employees. Pay and turnover had a more reliable relationship for white collar and managerial employees in comparison to non-managerial and blue collar employees. In support, Griffeth et al. (2000) meta-analysis revealed that managerial staff exhibited a negative relationship between age and turnover as compared to non-managerial staff.

In their research Cassell, Nadin, Gray, and Clegg (2002) sought to differentiate between human resources practices in medium size enterprises (SME) and large organisations. Their model indicates that the approach that SME's take to human resources (HR) practices is piecemeal and reactive and managers are choosing particular practices that specifically fit their context. It is found that SME's have better employee stability because strategies are introduced in a less formal way. Thus the traditional assumption that SME should be managed in the same way as large organisation, but on smaller scale is imprecise as SME's have a unique organisational context.

Brooke (2003) analyses the cost of employing older employee to younger employee by taking into consideration the cost of training, recruitment, absenteeism and work injuries costs indicated that age was significant. She concluded that organisations may benefit by supporting human resource investments in older employees. This argument may be true in voluntary organisations squeezed for resources and cannot be generalised.

A further study conducted by Booth and Hamer (2007), asserted that individual employee variables are also important in decision concerning turnover. Significant predictors of employee turnover such as trust and morale are considered to have a positive relationship with turnover. In contrast,

management treatment of employees and fair-pay display a negative relationship with employee turnover. In order to understand the effect of career stage on predictor-turnover relationship, Hellman (1997) conducted a meta-analytic study of US federal employees examining the effect of career stage on the relationship between job satisfaction and intent to leave the organisation. The study found that the association between job satisfaction and intent to leave the organisation steadily decreases as a result of increasing tenure.

The preceding analysis support evidence of the existence of difference in the employee turnover processes in different population sub-sets. These examples have demonstrated that predictor relationship and models of employee turnover differ based on the organisational context in which the studies take place. In light of such evidence, some researchers link the inconsistencies across employee turnover studies to difference in organisational context. In addition, Griffeth et al. (2000) and Hom et al. (1992) have stated that further research in the field of employee turnover does not lie with the search of a generalisable model of turnover but in the study and development of models of employee turnover that are tailored to single occupations or organisations.

In summary, the preceding discussion has proposed that a more precise understanding of employee turnover may be achieved through the development and study of employee turnover models that are organisationally specific.

In conclusion, the literature review for the present research has provided an orientation to the construct of employee turnover. The review has articulated the definition of employee turnover and provided a priori and posteriori rationale for continuing the study of employee turnover. The review has considered some of the factors and subsequent consequences of employee turnover for the purpose of communicating the relevance of this issue to the

organisation and the individual employee. Several key models have been explained and critiqued to highlight the need to measure and predict employee turnover as a precursor to prediction and prevention. Lastly, it has been argued that a greater level of understanding of employee turnover may be achieved by the development of organisational specific models of employee turnover that take into consideration organisation specific variables that impact on turnover and turnover intention processes. The next chapter discusses the methodology utilised in the current research study.

3. CHAPTER THREE: RESEARCH DESIGN

The purpose of this chapter is to provide an overview of the methodology utilised in the current study of employee turnover. In consideration of this objective, the focus of the first section is on the research paradigm underpinning the strategy utilised to measure employee values. In the second section the rationale in inviting international employees as sample participants for the study is provided. In the third section, the main research question and the sub-questions that have been developed are articulated. Lastly, section four, discusses the general design of the study along with the data collection method and data analysis process.

3.1 Methodological Approach

The first phase of the proposed research employs the quantitative approach. The study administers the survey instrument to all eligible employees in phase one. The survey tests the participants with the questionnaire (quantitative approach) to extract specific outputs. This instrument was chosen because it can be self-administered and is simple to score and use.

A study conducted by Chauvel and Despres (2002) explains that the classical positivist school of thought is based on the assumptions of reality, objectivity and common meaning. It permits the researchers to remain detached while collating, analysing and interpreting data. This is accomplished by developing a research plan, the survey instruments, measurement device, sample populations, collection, coding, analysis of data and lastly, the way results are presented. The researchers suggest that surveys generate a systematic and quantified response, a precise map and means to measure.

In support, Dole and Schroeder (2001), assert that to date the most popular method of collecting data from a large number of employees involves administering a scripted questionnaire to several participants by the survey

methodology because a survey instrument is generally characterised as reasonable and non-intrusive means of collecting details of employees' values. Alleyne, Doherty, and Greenidge (2006), state that the survey instrument is a popularly used method in business researches that enables comparisons between practice and function. In support, Litschka, Markom, and Schunder (2006) have concluded that the positivist approach is amenable when evaluating employee's self perception. Lastly, as proposed by Amaratunga, Baldry, Sarshar, and Newton (2002), the quantitative approach is considered an important tool for exploration, with assigned numbers and percentages being powerful arguments to drive change, predict events and determine a plan of action.

The second phase is the interviews (qualitative approach) that complement the data collected by the survey instrument. The qualitative (interview) technique is used at the second phase due to the ethical consideration of studying people and the logistical challenges of cataloguing human experiences. A unified approach to interview management staff as well as international employees in phase two was adopted in order to enable naturalistic and scientific comparison in between two groups of the continuum – the employer and the employee. In addition, this approach may assist in providing rich qualitative data by giving both management and employee the opportunity to express their individual opinions.

According to Collis and Hussey (2003), the data gathered with this approach is rich and subjective and is likely to emerge from a small sample. However interviews and interviewees must be assured of confidentiality in order to elicit truthful information and to avoid bias. The major strength of this methodology, according to Gummesson (2006), is the ability to deal with complexity, relationships and phenomena. Reliance on mainstream quantitative approach is too shallow due to the small number of variables and the inability to pick up wider issues, should they arise during the process.

The study by Cassell, Symon, Buehring, and Johnson (2006) adds further support to the qualitative approach with their submissions that interviews provide a rich source of data concerning current perceptions. They summarised by stating that the qualitative approach has spread to all fields ranging from organisational analysis to quantitative areas of finance and accounting.

As pointed out by Esain and Massey (2006), utilising the qualitative approach of interviewing managerial staff is appropriate when there is the requirement to be responsible to the patients, employees, stakeholders and community to improve the effectiveness, productivity and well being of the health sector. They indicated that interviews presented the opportunities to understand the employer relationships within the system prior to allocation of resources towards value addition.

Therefore, this study utilised a combination of the above two approaches which is known as the 'mixed' approach. The mixed approach primarily combines the quantitative and the qualitative approach. Eldabi, Irani, Paul, and Love (2002) explain that the basic objective of a mixed methodology is to gain understanding (qualitative) and measurement (quantitative) from the relevant data gathered. Additionally, a mixed approach provides a means for research to understand multiple staff and managerial perspective. Hence the mixed approach was utilised to achieve statistically significant results.

The preceding discussion outlined the methodological approach of the current study and the benefits of a mixed approach in studying employee turnover.

In conclusion and due to the dual benefits offered, a 'mixed' approach combining the quantitative and the qualitative methodology is employed to gather data. The following discussion explains the rationale of selecting the participants for the study.

3.2 Rationale for Selecting Sample Participants

The current study focuses on the retention of international employees. Boxall (1996) noted that globalisation and increasing environmental complication necessitated an international stance on the subject. Most of the employee retention studies have collected data from managers and such information may be both biased and insufficient. Therefore Firth et al. (2004) asserted that data should be collected from different levels of employees, if possible. To date, research in New Zealand on the retention of employees in the health sector has generally centered around nurses exclusively and as such may not translate to other categories of employees in the health sector. In order to overcome this limitation, the participant sample included employees in diverse occupational categories within the ADHB. The sole criteria being that the employees participating in this study had to be international employees possessing a work permit granting permission to work in New Zealand.

The ADHB spends sizeable amounts on recruitment by way of employment fairs and advertisements as well as training costs on international employees. The rationale of the current study to focus on international employees was to understand what was important to encourage and retain these staff. It was necessary to evaluate their needs and discontent to employment relationship within ADHB in order to increase organisational effectiveness.

The preceding discussion has pinpointed the rationale of inviting international employees as sample participants for the study. The following discussion elucidates the main research question and subsequent sub-questions.

3.3 Research Question and Sub-questions

The core research question seeks to provide a bridge between employment and retention in order to accomplish the possibility of a seamless HRM strategy to counter high employee turnover among international employees.

The main research question is:

What are the factors that encourage international employees to stay in their employment at the ADHB?

This objective was addressed through identification of five supporting sub-questions:

- Q1.** How do employees assess their employment needs with the ADHB?
- Q2.** What are the factors influencing discontent in their employment?
- Q3.** Are there any unique variables that may affect international employees' turnover?
- Q4.** What are the differences, if any, between the need and discontent of different job positions?
- Q5.** What retention strategy can ADHB adopt to pre-empt international employees' voluntary resignation?

The preceding discussion has highlighted the core research question and the supporting sub questions. The following discussion addresses the process involved in designing the questionnaire.

3.4 Development of Questionnaire & Interview Questions

The following discussion addresses the issues and challenges involved in designing the questionnaire. The international employees' survey participants are employed at one of the four hospitals namely Auckland City Hospital, Starship Children Health, National Women Hospital, Green Lane Clinical Centre and the wider community services within Auckland City.

The main hypothesis of this study is to find factors predictive of voluntary employee turnover. The survey instrument was based on Mobley's (1977) Intermediate Linkage Model, Mobley et al's. (1979) Expanded Model, Maslach and Jackson's (1986) Maslach Burnout Inventory (MBI) and Hom

and Griffeth's (1991) Structural Equations Modeling Test (SEMT). Additional variables such as employee trust, employee culture and communication are considered important to this study. The survey instruments therefore included questions based on the SEMT indicators such as 'job satisfaction', 'sense of belonging to the organisation', 'thoughts of quitting', 'expected utility of withdrawal', 'search intentions', 'job search', 'comparisons of alternatives' and 'intentions to quit' which have been identified as being relevant in the prediction of employee turnover and are included as specific questions in the survey.

Since the composition of the sample, participants were only international employees; it was necessary to test the hypothesis if employee culture, employee trust of employer and communication were relevant as being predictive of employee turnover. In line with the hypothesis, work conducted by Khatri and Budhwar (2002) articulated that organisational culture played a pivotal role in the retention of employees. The study conducted by Wright, Geroy, and Baker (1996) developed a management system model wherein motivation, skill, culture, country-general and culture-specific environmental factors were considered relevant and utilised in modeling of the survey instrument.

In their study, Macky and Boxall (2006), were instrumental in aiding the development of the survey with reference to high involvement work practices being relevant as predictors of employee's job satisfaction, commitment and trust culture. The MBI, a psychological instrument designed to measure work related burnout, was utilised to register any dissatisfaction of personal accomplishment at work by the international employees. Lastly, the ADHB Exit Interview questionnaire was considered as an important tool whilst developing the questionnaire in order to tailor alignment of this study to ADHB retention strategy. Thus the design of the survey has been a mould of ideas from different studies considered relevant to this study.

In the second stage, interviews were conducted in order to ‘produce’ verbal data, “often referred to as being rich, since it captures the richness of detail and nuance of the phenomena being studied” (Collis & Hussey, 2003, p.57). The determinants considered important for employees were identified by analysing the survey instruments/comments and highlighting the major themes considered important by the employees. These determinants were then expanded into probing open-ended questions to seek in-depth answers. The interview questions were centered on understanding the needs of international employees with regards to ‘sense of belonging’, safety, performance appraisal, work-life balance, job opportunities, career progression, communication, trust, culture, and wage variable.

In summary, at the first stage the research uses the quantitative (questionnaire) instrument to extract specific outputs. The qualitative (interview) technique was used at the second stage to strengthen the quantitative outputs. The mixed approach supports the proposed research, to primarily understand employee needs and discontents and secondarily to recommend retention strategies.

3.5 The Research Process

3.5.1 Ethics Approval

Ethics approval was formally sought and obtained from both the Unitec’s Research Ethics Committee and Auckland District Health Board Ethics Committee for Research. The process included submission of the proposal, the questionnaire (Appendix 1), the information sheet/consent form for survey participants (Appendix 2), the information sheet for interview participants (Appendix 3) and consent form for Interviewees (Appendix 4). Ethics approval was granted by both, the Unitec Ethics Committee on 19.01.2007 and the ADHB Ethics Committee on 01.02.2007.

3.5.2 Data Collection

Data was collected in three phases encompassing survey, documentary analysis and interviews.

Survey - Quantitative

In phase one the questionnaire was given to four randomly selected individuals (2% of the sample population) from the organisation with a request to provide feedback on the comprehensibility and structuring of the survey question. The aim was to conduct a pilot study of the survey in order to ensure identification, deletion or rectification of potentially confusing, offensive, leading or loaded question from the survey instrument (Page & Meyer, 2000).

The questionnaire is composed of questions based on the following groupings:

- (a) Job Satisfaction
- (b) Personal growth and Professional growth
- (c) Trust in management
- (d) Promotion opportunities
- (e) Career progression
- (f) Performance appraisal
- (g) Work-life balance opportunities
- (h) Wages
- (i) Intentions to quit
- (j) Comparison of alternatives
- (k) Search intentions
- (l) Safety at work
- (m) Conflict resolution processes
- (n) Cultural differences
- (o) Value of international qualifications

The questionnaire provided space at the end for 'comments', if any, from the employees as a tool to gain semi-structured qualitative responses.

The survey utilised the Likert scale using a number between '1' and '5', where '1' meant 'strongly disagree' and '5' meant 'strongly agree'.

The last section of the survey instrument contained seven demographic questions that sought to establish age, gender, years employed, employment contract, position employed, country of birth and country where the respondents have accumulated their maximum work experience.

The survey was conducted within the ADHB. The management provided the names of international employees on the roles of the ADHB as on 1st April, 2007. Permission was granted to advertise in the 'Nova Mail' (internal e-paper) two weeks prior to commencement of the survey explaining the intent of the survey. The survey was kept open for a period of eight weeks commencing mid April to mid June. A reminder was inserted in the "Nova Mail" around mid May to remind the participants to respond to the survey. The survey instruments were posted to 200 applicable respondents via the internal delivery mail and a return envelope was enclosed in order to enable the respondents to post the survey instrument back to the researcher on completion. An information sheet was enclosed explaining the purpose of the survey, the confidentiality statement and ethical issues. The survey instruments were numerically coded in order to cross reference the returned forms.

Documentary Analysis

Phase Two included a consultative process with the Human Resources section of ADHB (Coordinator, Team Leader and Director). A blank Exit Interview questionnaire format and a report of Exit Interviews conducted by the HR department were obtained. This report was based on staff quitting from a single health area indicating the questions, number of employees participating and the ADHB analytical outcome.

Interviews – Qualitative

Interviews are generally considered as part of both the positivist and Interpretivistic approach (Collis & Hussey, 2003).

Phase three began at the end of June 2007. Analysis of the completed questionnaire provided definition to the interview questions. The interview questions were categorised on the following basis:

- (a) Sense of belonging
- (b) Safety
- (c) Performance appraisal

(d) Alternative job opportunity (e) Work-life balance (f) Job opportunities
(g) Career progression (h) Trust (i) Multi Culture workforce (j) Wages (k)
Communication

Based on the techniques of stratified sampling according to Argyrous (2000) four interviewees from the management cadre were selected from different major areas of functionality. The four areas were Starship Hospital, Auckland Hospital, Allied Health and Community and A+ Laboratory. The other four individuals were international staff who had earlier completed the questionnaire and were nationals from China, United Kingdoms and United States of America.

The strategy to conduct interviews with managers was to evoke responses from managers on the topics categorised above. In comparison, the reason for including staff in the interview process was to obtain in-depth perspective and feelings of staff towards their employment relationship. Management staff and international staff had to answer questions of which some were similar in order to conduct inferential analysis. The eight participants were provided with an information sheet as well as the confidentiality statement. Interviews lasted between 35 minutes to 50 minutes. The interviews were audio taped with the permission of the participants and transcribed for the purpose of data analysis.

3.5.3 Data Analysis

The data were analysed using appropriate quantitative and qualitative analytical procedures.

Quantitative – Survey analysis

The Quantitative data was analysed by the Statistical Package for Social Sciences (SPSS) software using descriptive statistics and cross tabulation (Kerr, Hall & Kozub, 2002). The major variables assessed for impact on the

dependent variables were (1) Age (2) Gender (3) Work experience (4) Employment contract (5) Position employed and these were presented in patterns of participation table along with interpretations.

Qualitative – Comments analysis

The 'Comments' received from the employees in the survey instruments were considered as semi structured qualitative data. These data were assigned concepts in order to effectively find association/relationship on the dependent variables investigated (Strauss & Corbin, 1990). The open coded data were then assigned themes as employee emerging themes.

Documentary Analysis

The report provided by the Human Resources section was assigned codes based on the concepts discovered. This is in line with the theory of labelling phenomena as they are discovered. The concepts were then constantly compared with other concepts which have already been coded. This review process is called 'constant comparison' and is associated with the 'grounded theory' analysis method (Glaser & Strauss, 1967; Page & Meyer, 2000).

These concepts were then categorised into emerging sub-themes. The task was to examine and identify the cause and consequence of contextual occurrence. By examining these factors, it becomes possible to link categories of data from the exit interview questionnaire from ADHB to the survey instrument utilised in the current study.

Interviews

The qualitative data – The eight interviews were analysed using a computerised analytical tool called the N7 or NUDIST 7 (Non Numerical Unstructured Data Indexing Searching and Theorizing). For qualitative data,

descriptive analysis led in reducing the data to major factors. Inferential analysis then presented the major factors in a succinct format.

In conclusion, this chapter describes the methodological approach and the rationale which led the research process to develop the main research question and the sub-questions and consequently the survey questionnaire. Furthermore, ethical consideration of the study were sought and obtained from Unitec and ADHB. Lastly, the research process highlighted the techniques of data collection and data analysis process.

The preceding discussion has highlighted the research design of this study. The following discussion presents the detailed results of both the quantitative and the qualitative data analysis and an interpretive synthesis of the results.

4. CHAPTER FOUR: RESULTS

In this chapter the findings for the study are presented. Both quantitative and qualitative techniques were used. Descriptive and inferential analysis has been performed using the Statistical Package for the Social Science (SPSS) tool for Quantitative analysis (Coakes, 2005) and the NUDIST 7 tool for Qualitative analysis (Kerr et al. 2002). Firstly, the general demographic information regarding the participants is presented. This data is analysed on the basis of five demographic variables such as age, gender, the tenure of service at the ADHB, the type of employment contract employed and the position of work within the ADHB. Secondly, summary measures include mean value and standard deviation of the dependent variables. In total 27 items are categorised under 11 factors based on literature review. Thirdly, inferential analysis is based on cross tabulation of five demographic variables with the 27 dependent variables and presented in patterns of participation format. Fourthly, documentary analysis is quantitatively analysed. The data is provided by ADHB based on exit interviews. This data belongs to one single area of health. Fifthly, the responses to open ended 'comments' were treated as semi-structured replies and qualitatively analysed based on emerging themes. Sixthly, the responses of the interview participants have been analysed using the qualitative software NUDIST 7 and a thematic analysis based on emerging major themes, sub-themes, frequency and snapshot of the response is separately presented on employer and employee basis. Lastly, the results of inferential analyses are highlighted.

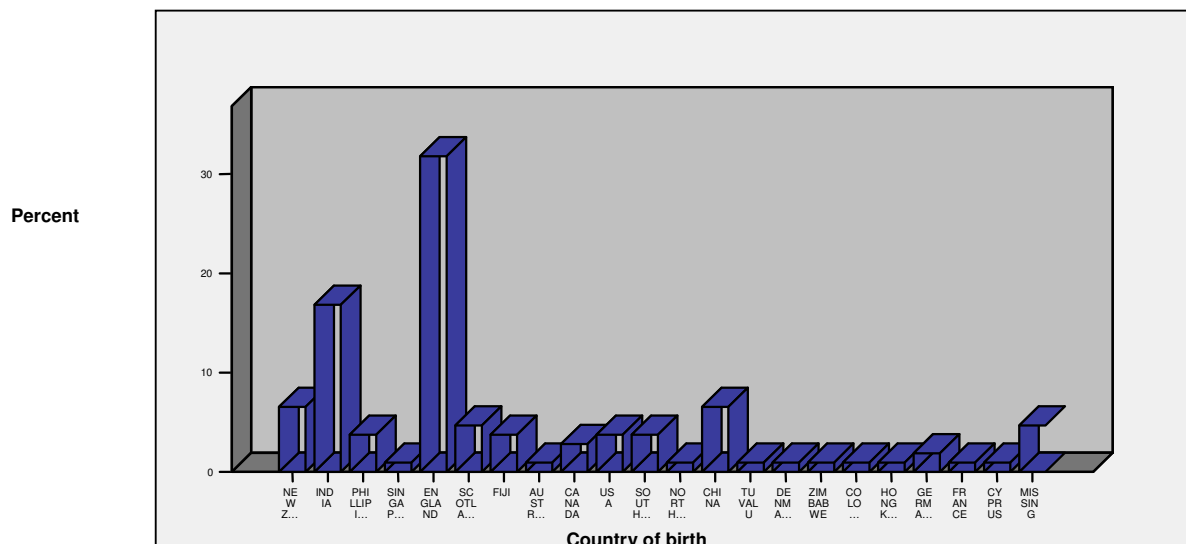
4.1 Demographic Data:

The survey questionnaire was posted to 200 eligible international employees within the ADHB. The survey was open from the 10th April 2007 to the 10th June 2007 for completion by the target group. A total of 107 responses were received by the closing date. This indicated a participation rate of 53.5 % to the survey instrument.

4.1.1 Employees by Place of Origin

The respondents in the survey came from several different countries across the globe such as Canada, USA, China, England, India, South Africa, Philippines, France, Germany, Fiji, Scotland, Denmark, Cyprus, Colombia, Zimbabwe, Australia, Singapore, Northern Ireland, Tuvalu, Hong Kong and Cyprus. The wide range of countries is an indication of internationalisation of staff recruitment.

Figure 12: Employees by Place of Origin



Source: Qualitative analysis of survey instrument

The international employees' response to the survey represented 22 countries across the globe. Eighty-six respondents (80.4%) specified their technical or professional skills were acquired in countries other than New Zealand. A total of 33% of respondents had acquired maximum work experience from England, 6.5% from India and 40% respondents had acquired their skills mainly from their individual place of birth and had migrated to New Zealand. The remaining 20% acquired their skills in New Zealand. The international

employees were generally skilled and indicated that their accumulation of work experience came from outside New Zealand.

4.1.2 Age

The trend of international employees in terms of age indicates that the majority of the respondents are in the younger age group with 36.4% between 18 to 30 and 37.4% between 31 to 40 years of age. In contrast only 18.7% were in between 41 to 50 and 6.5% between 51 to 60 years of age. Overall, 73.8% of the international employees were below 40 years of age, reflecting a younger international employee population.

4.1.3 Gender

The gender ratio was heavily geared in favour of the females. The female respondents outnumbered the males by 2.5 times. A total of 78 females responded to the survey questionnaire in comparison to only 29 males representing 72.9% for females and 27.1% for males. In totality it was identified that the ADHB had a greater female to male proportion of international employee population.

4.1.4 Tenure of Service

The analysis of the questionnaire provided a remarkable insight to this study, with regards to 'tenure of service' of international employees within the ADHB. The survey results indicate that 47 respondents (43.9%) of the population had been in employment at the ADHB for a period less than 12 months. While 26 respondents (24.3%) indicated that they were in service for a little longer period ranging between 12 and 24 months. In contrast, only 18, 4 and 11 respondents, representing 16.8%, 3.7% and 10.3% were employed with the ADHB for periods extending between 24 to 36 months, 36 to 48 months and 48 to 60 months respectively. This indicated that 68.2% resigned from the

service of the ADHB in 24 months or less with only 14% continuing employment longer than 36 months or more.

4.1.5 Type of Employment Contract

Recruitment at ADHB has been fairly consistent. The survey results indicate that 92 respondents (85%) of the international employees have been offered a permanent employment contract. In contrast, a small percentage of employees have been hired on a casual basis, i.e. fixed term contract and temporary employment contract. Only three (2.8%), seven (6.5%) and five (4.7 %) respondents indicated their type of employment contract as casual, fixed term and temporary employment contracts respectively. This may indicate the ADHB would prefer to offer a stable work environment to the international employees.

4.1.6 Position Employed at the ADHB

This study included various working positions in the ADHB. Twenty non-clinical employees (18.7%) formed the highest group of respondents to the survey instrument. The Allied Health Professional (AHP) was the next group with 18 respondents (16.8%). This group was closely followed by 16 Nurses who responded and formed the third group indicating a response of 15%. The last major group constituted 15 Technical Professionals who responded to the survey and determined 14% of the target population. The rest of the target population included three Consultants (2.8%), three Registrars (2.8%), five Midwives' (4.7%) and one Senior Medical Officer (0.9%). In addition, 25 respondents indicated their position in the ADHB as 'others'. This group included the Health Care assistants, Kitchen staff and Technicians.

The preceding discussion has articulated the demographics involved in relation to age, gender, tenure of service, type of employment and position employed with in the ADHB. The following discussion portrays the Response to Survey by highlighting the Mean Value and Standard Deviation.

4.2. Response to Survey

The mean and standard deviation of responses by participants to the 27 questions have been grouped into 11 explanatory variables.

Table 1: Mean Value and Standard Deviation Table

Sr. No	Themes	Questions	Mean Value	Standard Deviation
1.	Job Satisfaction	Strong sense of belonging	3.55	0.996
		Sense of personal satisfaction	3.67	0.833
		My job is challenging to me	3.62	1.006
		Takes interest how well I do my job	3.32	0.853
2.	Training	Training enables personal growth	3.47	1.040
		Professional growth with the ADHB	3.41	1.049
3.	Career Path	Promotion opportunities as good	3.18	1.071
		Periodically how I am performing	3.44	1.057
		Identified career path	3.82	1.003
4.	Work condition	Job security in my employment	3.84	0.913
		Wage is reasonable for the work I do	2.80	1.161
		In general employees treated fairly	3.55	0.827
		Personal safety at work	2.46	1.276
		Employees with work/life balance	3.36	1.022
5.	Characteristics	Inter-personal clashes	1.87	0.921
		Overseas experience/qualifications	3.38	1.167
6.	Unionisation	Conflicts resolved by discussion	3.58	0.847
		Collective employment agreement	3.61	0.770
7.	Intent to leave	Leaving in near future (12 months)	2.57	1.331
		Leaving in near future (12 months)	2.51	1.166
8.	Alternative	Alternative job opportunities	3.35	1.197
9.	Commitment	Recommend the ADHB to work	3.75	0.912
		Valued as an employee of the ADHB	3.45	0.954
10.	Culture	Culture difference hinder integration	2.40	0.996
		Integration went very smoothly	3.51	0.917
		Adapting to new work environment	3.64	0.894
11.	Trust	I can trust my superiors at the ADHB	3.62	0.928

Results based on Likert scale which asked participants to rate their level of Agreement or Disagreement about what encourages them to work for the ADHB on a 5 point scale (1 = Strongly Disagree to 5 = Strongly Agree)

Below is an explanation of Table 1:

- 1. Job Satisfaction:** Overall employees were satisfied. However 20% of the respondents expressed dissatisfaction with other aspects of the organisation. Literature by (Griffeth et al. 2000; Boxall et al. 2003) confirms these findings.
- 2. Training:** The AHP, Non-Clinical employees and Technical Professional indicated that training provided was not useful and would encourage them to seek alternative employment. This is confirmed by (Forrier & Sels, 2003) in their study that future employment status depends on organisational commitment to training.
- 3. Career Path:** A high percentage of respondents (71.7%) have indicated that a identified career path will reduce their chances of leaving the ADHB Alatrasta and Arrowsmith (2004) in their study validated the potential of a well identified career path.
- 4. Work Conditions:** Literature by Martin (2003) explains that wages is inversely related to employee turnover. The results indicate that respondents are satisfied with the conditions of work with the exception of wages and work/life balance and this would have a significant impact on employee retention programmes.
- 5. Characteristic of employees:** The majority of respondents find that inter-personal clashes (82.9%) are rare and that their overseas qualification (55.7%) is recognised.
- 6. Unionisation:** The majority of the respondents (56.3%) are affiliated to unions and would prefer the current working arrangement. Head and Lucas (2004) report that unionism is associated with lower employee turnover.

- 7. Intent to Leave:** Nearly 23.5% respondents indicated that they would prefer to leave within 12 months. This percentage decreased slightly to 22.1% to indicate employees preferring to leave after 12 months. A high percentage of employees have indicated their dissatisfaction with the managerial support provided and this is validated by Ming et al. (2006) in their study.
- 8. Alternatives:** Most of the respondents (52.9%) have expressed interest in alternative job opportunities in order to continue being employees at ADHB. In their study Griffeth et al. (2000) report that alternative opportunities is a predictor to employee turnover.
- 9. Commitment:** Most of the respondents are committed to their jobs but have serious concerns around promotional opportunities (42.1%) and performance appraisal (58.9%). In their study Lee and Corbett (2006) have highlighted that this is a serious issue with regards to employee turnover and retention strategies.
- 10. Culture:** Cultural integration continues to be an issue within the ADHB with a considerable percentage (16.5%) exhibiting their inability to bond.
- 11. Trust:** The majority of the respondents (62.6%) trust the employers as an organisation; however their (13.1%) opinions differ when relating to individual managers.

The preceding discussion has explained the response to survey. The following discussion explains the results by patterns of participation.

4.3. Patterns of Participation

The Quantitative Data – Survey Instruments has been analysed by utilising the SPSS tool (Pallant, 2001). The inferential analysis is based on cross tabulation of demographic variables with 27 dependent variables and is categorised under patterns of participation. For the purpose of cross-tabulation, employees responding “neither agree nor disagree” have been excluded.

4.3.1 Age

The variable age shows considerable disparity in patterns of participation. Table 2 – see Page 158, suggests that a majority of international employees (73.8%) working in the ADHB are clustered in the two age cohorts below 40 years. A total of 53.8% employees have indicated a positive response to the variable ‘feeling a sense of belonging’, while 15.1% of the employees do not feel a ‘sense of belonging’. ‘Promotion opportunity’ is the next variable and 29.9% disagreed that their promotion opportunities within ADHB were good. A total of 40.2% indicated that the ‘wage’ is unreasonable, while 24.4% were unhappy with the ‘work/life’ benefit within the ADHB.

The younger staff, below 40 years of age, (71.9%) indicated that they would resign within 12 months and (73.7%) indicated that they would exit after 12 months. However, a majority of 52.9% preferred to continue being employed if the ADHB would offer ‘alternative job opportunities’ and a whopping 71.7% believed that an ‘identified career path’ would reduce their chances of quitting. In retrospect, 19.8% of the international employees felt that their ‘overseas qualification’ was not recognised. Lastly, a majority of 61% had no difficulty in ‘cultural integration’ but only 16.5% identified concerns around cultural bonding.

4.3.2 Gender

Table 3 – see Page 159, segregates the dependent variables in patterns of participation by gender. The result indicates a female participation rate of 72.9%. The majority (74.8%) respondents indicated they had job security and 63.6% felt they had been treated fairly. A total percentage of 63.6% felt safe at work, including 77.9% females indicating they had no concerns of personal safety at work. The females leaving job within 12 months accounted for about 70.2%. Males accounted for the remaining 29.8%. Overall, female employees have indicated strong concerns around ‘promotion’, ‘career progression’, ‘wage’, alternative opportunity and ‘cultural integration’ as possible predictors of employee discontent.

4.3.3 Tenure of Service

Table 4 – see Page 160, indicates the patterns of participation by tenure. The tenure of service was divided into five sections wherein employees had to indicate their years of service between year one and year five. The employees exhibited positive attitudes to the variables, ‘resolving job conflicts’, ‘personal growth’, ‘job challenge’ and ‘adapting to the new work environment’. However 40.2% employees raised concerns to the variables of ‘wages’ and preferred to link performance to wages. Furthermore, 23.5% indicated that they would leave the organisation within 12 months and 22.1% indicated that they would leave the organisation within 24 months.

4.3.4 Type of Employment Contract

Table 5 – see Page 161, presents the patterns of participation by employment contract. The majority of the international employees have been offered permanent employment contracts. Despite this fact, almost 23.5% employees have indicated that they will exit the ADHB within 12 months and this group formed 89.5% of the employees on permanent employment contract. A total

of 23.4% employees believe that the work life balance is not favourable. In addition, 87.3% employees would desire new job alternatives being offered and 85.3% would prefer a structured career path discussed formally. Only 17.1% of the employees felt cultural differences hindered their progress and 29.9% disagreed that their promotion opportunities were good. Interestingly the study indicates that permanency does not positively influence an employee to remain in employment for a longer period.

4.3.5 Position Employed at the ADHB

Table 6 – see Page 162, reports clear relationship between patterns of participations and the unique characteristics of respondent's position of employment. A considerable amount of disparity was observed in responses between different nomenclature of position employed. The variable 'wage' suggested that disagreement by Non-Clinical staff and Nurses was less than AHP and Technical Professional. Additionally, Nurses and AHP were largely dissatisfied with the performance appraisal variable and indicated their exit after 12 months was likelihood. However, a higher number of Non-Clinical staff preferred a clear career path to be identified failing, 29.2% proposed to quit within 12 months of service. Furthermore, a substantially high percentage (13.1%) of respondents indicated that they did not trust the employer.

In summary the results of the survey indicated the variables considered important by the employees. Considerable interest and concerns have been raised in the survey instruments around the variables such as 'wage', 'work-life balance', 'sense of belonging', 'promotion opportunities', 'performance appraisal', 'safety issues', 'alternative opportunities', 'career path', trust of employer' and 'cultural integration'. These are variables that require further detailed qualitative research in the next phase of the study.

The preceding discussion highlighted the variables for further analysis. The following discussion presents the analysis of the data received from ADHB.

4.4 Documentary Analysis

The data belongs to a single area of health within the ADHB and is related to Exit Interview information.

Emerging Themes	Response (Frequency Count)
4.4.1 Reason for Leaving	
Positive factors	14
Negative factors	9
4.4.2 Work Characteristics	
Positive factors	11
Negative factors	6
4.4.3 Reason for Quitting	
Alternative Job opportunities	11
Wages	8
Relocating	6
Family - Work/Life balance	6
Illness/Education	4
4.4.4 Commitment	
Recommended ADHB	14
Returning to ADHB	16
4.4.5 Work Conditions and Resources	
Training facilities	20
Safe working conditions	21
Concerns around work discriminations	10

The exit interview questionnaire did not carry information regarding cultural integration, career path progression and performance appraisal. Around 45% of staff considered indicated 'not applicable' in their advancement to career development column. A total of 35% considered their reason for leaving as negative and 20% indicated their work portfolio as the reason for this negativity. In addition, 45% choose to leave due to alternative job opportunities and 20% were unhappy about the work-life balance. Furthermore, 30% of the employees felt discriminated against due to various reasons. In contrast, 50% of the employees retained a high degree of

commitment to the ADHB and almost 90% of the staff from this health area considered the training facilities and resources as adequate.

In summary, the quantitative analysis highlighted the following employee statistics: 50% exhibit a strong sense of belonging; 55% consider that training is adequate to suit their personal and professional requirements; 67% are personally satisfied with their jobs; 60% feel that safety procedures are adhered to; 56% accept that management have a healthy respect of collective forums; 63% prefer to resolve issues through a discussion; 75% consider job security as very high and 68% find their job challenging. On the other hand, serious considerations have been raised around issues such as 30% are dissatisfied with promotion opportunity; 40% are unhappy about reasonable wage (preferably linked to performance); 23% cannot juggle their work-life balance; 53% would prefer an alternative opportunity; 72% claim that an identified career path will reduce the chances of quitting and 16% face difficulty with cultural integration.

The preceding discussion explained the quantitative analysis. The following discussion explains the ‘comments’ which were treated as semi-structured replies and qualitatively analysed based on emerging themes.

4.5 Responses to Semi-structured ‘Comments’ in the Survey

Emerging Themes	Response (Frequency Count)
Sense of belonging	1
Sense of belonging – Negative	1
Orientation – Negative	1
Family problem	2
Promotional Opportunity – Negative	4
Professional development - Negative	5
Wages related to performance	6
Performance appraisal	2
Career progression	2
Cultural Integration – negative	2

4.5.1 Responses from Participants of Survey Instrument

The following paragraph contains transcripts from the survey respondents:

“The ADHB is a sham”;

“I was very disappointed with the orientation to ADHB”;

Lack of professional development for AHP; AHP do not have provision for development”;

“Pay is poor- in relation to performance, experience, knowledge, skills and abilities”;

“Lack of structure for development”;

“As soon as you start working all support ends”;

“Lack of career progression and the terrible pay offer”;

“There is no structure or method of promotion; entitlements is too little to allow work-life balance”;

“I have not had any work appraisal since I started 15 months ago and given no feedback from management”;

“Low pay and an environment that discourages co-operation and respect between the different groups”;

“Not ever provided me with an appraisal in all the time (2 years)”;

“Individuals of different cultures interpret incorrectly or state falsehoods”.

The above responses from respondents indicate that international employees are dissatisfied with wages and would prefer wages linked to performance. Besides, lack of professional development and promotion opportunity are directly related to their increasing dissatisfaction. Other areas of dissatisfaction indicated are management’s lack of initiative around career progression issues, performance appraisal processes and providing a conducive environment for cultural integration.

The preceding discussion has explained the semi-structured ‘comments’ in the survey. The following discussion led by thematic analysis based on emerging major themes and sub-themes explains the interviews that were conducted with four individuals representing the employer’s perspectives and a further four individuals elucidating the employees opinions.

4.6 Interviews - Employer Emerging Themes

Firstly, the discussion will detail the resulting themes that have emerged as a

consequence of the interviews conducted with four individuals representing the employers.

The interviews were analysed using the N7 analytical tool. In order to achieve both validity and reliability; Qualitative Data Analysis procedure was adopted which is a method of content analysis based on three concurrent flows of activity developed by Miles and Huberman (cited in Rouse & Dick, 1994). These include:

1. Data reduction - these were achieved by grouping segments into emerging themes and sub-themes to describe the qualitative data.
2. Data display – The themes and sub-themes were arranged in cluster relating to the particular question or themes.
3. Conclusion – As clustering sets the stage for analysis, drawing and verification lead to “selective coding’. Integration was completed by selecting “core categories’ which fitted in to the literature review, main research questions and sub-questions and which is validated against the data compiled.

Emerging Themes	Response (Frequency Count)
4.6.1 Sense of Belonging	
Orientation	4
Buddy System	2
Informality	3
Management Initiatives – Communication/Conflict issue	2
Patient Service	1

Lead Question

What processes do you have in place to instill a 'sense of belonging' amongst staff?

Responses from a selective number of participants (transcript):

New employees are given a one week orientation to understand the work environment; New staffs are sent for study days that cover bi-culturism and

Waitangi day; The new employees are attached to a 'buddy' during the first three months; Our ward is fortunate to have social club. This help in bonding the staff; A specialised training instructor is hired in order to groom the management in 1) communicating for results and 2) aspect of conflict management.

4.6.2 Staff Safety

Documented Safety Plan	4
Safety from Abuse	4

Lead Question

What procedures are in place to enhance staff safety?

Responses from a selective number of participants (transcript):

In the case of needle safety, we have pin prick procedure laid down under Occupational Health and Safety policy; The staff in Labs work with reagents and sensitive testing, and are well protected with wear certified by the appropriate New Zealand authority; Promotes a latex free environment to the small children patient in the ward; Nurses are not permitted night visit;. Work place bullying is not acceptable; Abuse is not acceptable.

4.6.3 Performance Appraisal

Staff Performance review	3
Peer review	1
Regulatory Performance control	1

Lead Question

Do you regularly review staff performance and communicate to staff their performance?

Responses from a selective number of participants (transcript):

I do appraise my staff annually and inform them of their strengths and weakness and plan for the next year; in our service we do not have annual staff review. However staff are reviewed by their peers; there is partnership between the staff and board to maintain their registration.

4.6.4 Work/Life Balance

Work/Life Concerns	4
Leave cover	4

Lead Question

What opportunities do you provide to staff to maintain a healthy work/life balance?

Responses from a selective number of participants (transcript):

Staff can work part time; Staffs are allowed flexible start and finish time; Productivity has to be maintained and staff will have to cover time lost later during the month; sick, maternity, annual leave the ward is very flexible. However staffs availing excessive sick leave are monitored and counseling takes place.

4.6.5 Alternative Job Opportunities

Alternative Job concerns	4
Networking	1

Lead Question

Are staff's offered alternative job opportunities? Give examples, if any.

Responses from a selective number of participants (transcript):

The opportunity to learn higher role is present, but it should be two ways; The structural chain is very flat with highly qualified personnel; Very limited scope to expand; Staff are encouraged to build social networks in the community to promote a healthy environment.

4.6.6 Career Progression

Promotion Structure Concerns – Positive	2
Promotion Structure Concerns – Neutral	1
Promotion Structure Concerns – Negative	1

Lead Question

Is there career progression planning in the department?

Responses from a selective number of participants (transcript):

Yes. In my absence the senior nurse takes over for my absence;

“No, the hierarchy is very flat; No, because the structure is very flat and Nurses are not given the opportunity.

4.6.7 Employment Agreement

Employment contract decision 4

Lead Question

Are new employees offered collective employment agreement or individual employment agreement?

Responses from a selective number of participants (transcript):

All new employees are offered the collective agreement; Predominantly the New Zealand Nurses Organisation; Most qualified staff opt for the Individual Employee Agreement as this is beneficial to the individual staff; All staff are offered only collective employment agreements.

4.6.8 Multi Cultural Work Force

Individual Benefit 2
Team Benefit 4
Communication Concerns 3

Lead Question

Has a multi- cultural work force heralded a better work environment? If yes, why. If not, why?

Responses from a selective number of participants (transcript):

Nurse/Patient relationship as the patient is comfortable; Also we get to learn the work ethics of different countries; Initially there was a communication gap and cultural gap. Management had to train to understand other cultures; The management took proactive steps to understand different cultures”.

4.6.9 Trust Culture

Organisational Level Trust Culture 4
Individual Level Trust Culture 4

Lead Question

What steps have you undertaken to improve a trust culture at ADHB?

Responses from a selective number of participants (transcript):

Individuals are treated up front with respect they deserve; The ADHB values - Integrity , Respect, Innovation, Effectiveness; The important thing is not to break the trust of the people. Also not to gossip.

4.6.10 Reasonable Wage

Wage Reasonable	4
Wage Concerns	3
No Wage Concerns	1

Lead Question

Do you agree with the statement 'my wage is reasonable for the work I do'? If yes, why. If not, why?

Responses from a selective number of participants (transcript):

Satisfied with the wages I get in the health environment; Wages, Yes, OK; However in comparison with the private sector the wage is lower; I do not work for the money but like the environment I work in.

4.7 Interviews - Employees Emerging Themes

Secondly the discussion will detail the resulting themes that have emerged as a consequence of the interviews conducted with four individuals representing the employees.

Emerging Themes	Response (Frequency Count)
-----------------	----------------------------

4.7.1 Performance Appraisal

Unfair appraisal process	1
Concerns about managerial processes	1
Relatively fair	2
Not strictly performance appraisal	1
Neutral response to performance appraisal	1

Lead Question

What is your opinion on the performance review method– do you get a fair appraisal?

Responses from a selective number of participants (transcript):

The ADHB performance appraisal process is completely ridiculous; it's all nepotistic and what you have in the end are people who have no training to be managers; I think the appraisal system is fair. There is opportunity to voice your opinion; it would be better described as a performance discussion; I don't know.

4.7.2 Promotion Opportunities

Deep concerns	4
Pay-related concerns	1
Staff-retention practices	1
Job Security related concerns	1

Lead Question

How do you assess your promotional opportunities in the next 24 months?

Responses from a selected number of participants (transcript):

There are no promotional opportunities; I don't see any promotional opportunities in the next 24 months; There aren't really any promotional opportunities with the job that I do; Because the ADHB pays so poorly; The ADHB doesn't care at all about staff retention; Want to see in the future is some degree of security for the new graduates.

4.7.3 Alternative Job Opportunities

Offered alternative job opportunities	2
Deep concerns related to alternative opportunities	2
Not offered alternative job opportunities	2

Lead Question

Have you been offered alternative job opportunities within the organisation?

Responses from a selective number of participants (transcript):

Yes. This is my third promotion in almost three years; Yes, verbally;

*Why would anyone want to stay if they are bright, intelligent and ambitious?
ADHB promotes mediocrity.*

4.7.4 Career Progression Path

No discussion of career progression	2
Discussion of career progression	2

Lead Question

Has your career progression path been discussed with you by your supervisor?

Responses from a selected number of participants (transcript):

None; No;

Yes, but not formally. There are a lot of things still unclear.

4.7.5 Multi Cultural Work Force

Multicultural workforce a boon	4
Concerns about inequitable treatment to workforce	2
Multicultural workforce concerns	1

Lead Question

Is a multi-cultural work force a boon or a hindrance? Give reasons?

Responses from a selective number of participants (transcript):

Yes. A multi-cultural work force is mostly advantageous; However, the preciousness with which certain ethnic groups are treated is insane; language barriers which is particularly unhelpful in an emergency situation.

4.7.6 Trust of Supervisor

Lack of trust in supervisor	1
Supervisor concerns and mismanagement	1
Trust in supervisor	3
Supervisor concerns	1

Lead Question

Do you trust your one-up supervisor on organisational issues?

Responses from a selective number of participants (transcript):

I find the manager to be too involved in nepotism. Mediocrity is applauded at ADHB; I have a lot of faith in my supervisor; Sometimes I can't get a definite answer from my one-up supervisor.

4.7.7 Reasonable Wage

Wage not reasonable	3
Neutral response to wage	1
Performance related wages	3

Lead Question

Do you agree with the statement 'my wage is reasonable for the amount of work I do'. If Yes, why? If Not, why?

Responses from a selective number of participants (transcript):

My wage is ridiculous; I have a very responsible job which is highly skilled and my wages do not reflect this; Yes and no, it seems a reasonable wage compared to what other people are getting paid in NZ; There doesn't seem to be any system where an employee can earn more according to how they perform; I know people that are in unskilled professions that get paid more.

4.7.8 Sense of Belonging

No sense of belonging	3
Sense of belonging	2
Belonging related concerns	2

Lead Question

Do you feel a sense of belonging within the ADHB? Give reasons for your answer please?

Responses from a selective number of participants (transcript):

No, I wouldn't want to belong to such a dysfunctional organisation if I didn't have to. I am not proud to work for the ADHB; Yes, I do. I think ADHB is the best District Health Board in New Zealand. I am very proud to be a member of ADHB; My profession doesn't seem to get recognised for the work we do.

In summary, the interviews with the employers suggest that managers are keen to instill a sense of belonging in line with the values of the ADHB. In relation to staff safety, managers try to abide by the Occupational Health and Safety policy of the ADHB. With regards to PA, the management staff interviewed were behind in their schedule at completing performance appraisal with the exception of a single manager. Managers were keen to provide work-life benefits, however some had reservations about handling of daily workload.

Three of the managers indicated providing alternative opportunities or career progression path was difficult due to the flat hierarchy and unresponsiveness from staff. All managers supported a collective forum of bargaining. Cultural integration was considered an important issue and management was proactive in finding solutions. Lastly, managers indicated that they avoided gossip and developed relationship on the foundation of professionalism.

From the employee's viewpoint, lack of structure for promotion, lack of alternative opportunities and career progression impacted heavily on their intent to turnover. All the variables were negatively related to employee turnover. In addition, delay in PA added to 'thoughts of quitting' 'search intentions' and 'job search'. The variable 'wages' caused considerable distress to 'job satisfaction' and 'comparison of alternatives'. An important aspect expressed by most staff was linking performance to wages. Communication at all levels suffered due to inter-cultural differences. Lastly, cultural integration proved difficult due to wide disparity which is evident from the remarks of the employees.

The preceding discussion has highlighted various issues from both the employer and employees viewpoint. The following discussion explains by inferential analysis, the views of employers and employees on some key issues.

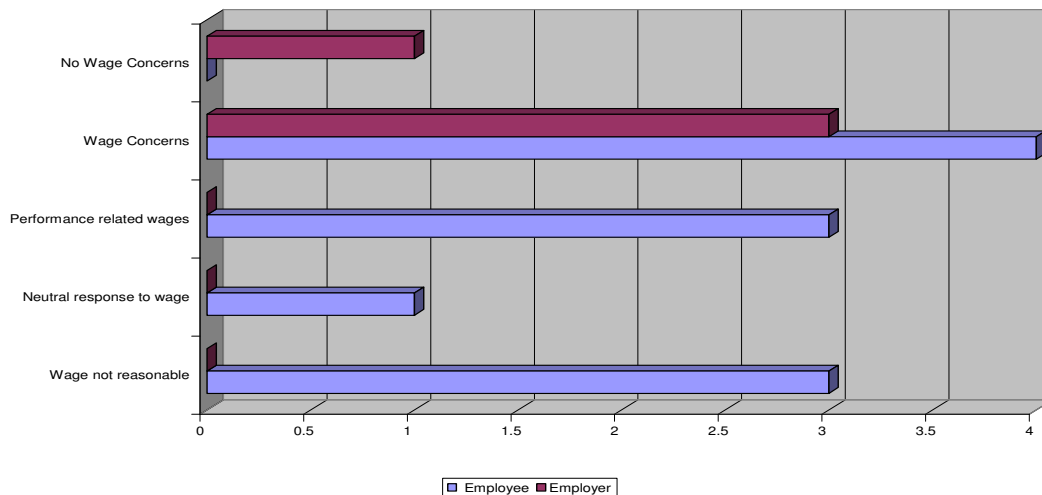
4.8 Inferential Analysis

Some of the key issues debated and strongly contested by both employers and employees have been highlighted below:

4.8.1 Adequacy of Wages

Figure13: Adequacy of Wages

Employment Status	Wage not reasonable	Neutral response to wage	Performance related wages	Wage Concerns	No Wage Concerns
Employee	3	1	3	4	0
Employer	0	0	0	3	1



Source: Qualitative analysis of survey instrument.

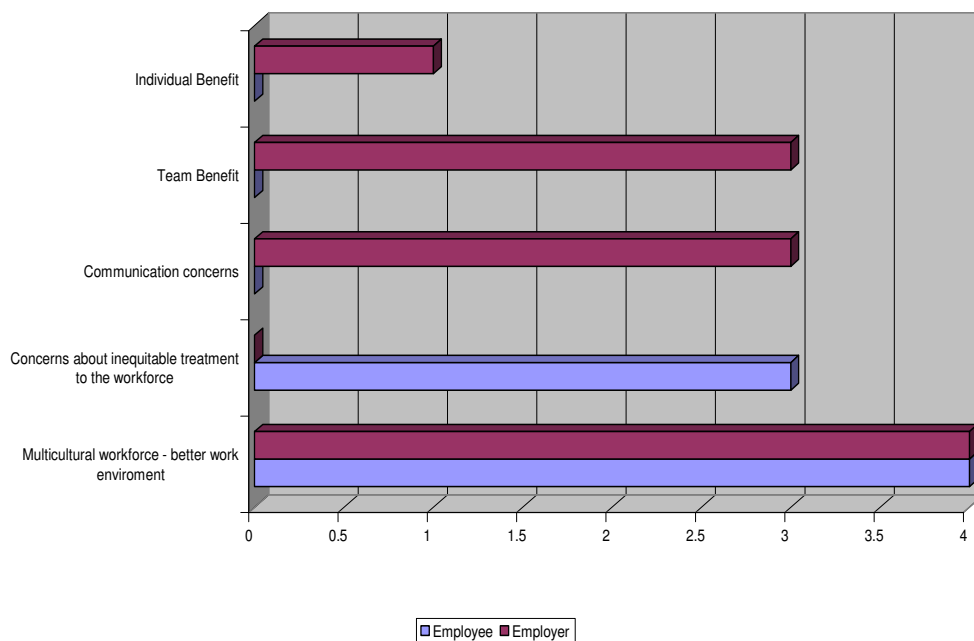
Employer – Qualitative data indicated that all the management staffs interviewed felt that the wage was reasonable. In fact one management staff had no concerns about the wages. However, the other three management staff felt that in comparison with the market and compared to the work they do, they could have been better rewarded.

Employee – In comparison, all four staff had wage concerns and three felt that the wages paid were not reasonable for the quantum of work done. Importantly, majority felt that wages should be linked to performance due to their highly skilled expertise and international exposure.

4.8.2 Perception to Multi-cultural Work Force

Figure 14: Perception to Multi-cultural Work Force

Employment status	Multicultural workforce - better work environment	Concerns about inequitable treatment to the workforce	Communication concerns	Team Benefit	Individual Benefit
Employee	4	3	0	0	0
Employer	4	0	3	3	1



Source: Qualitative analysis of survey instrument.

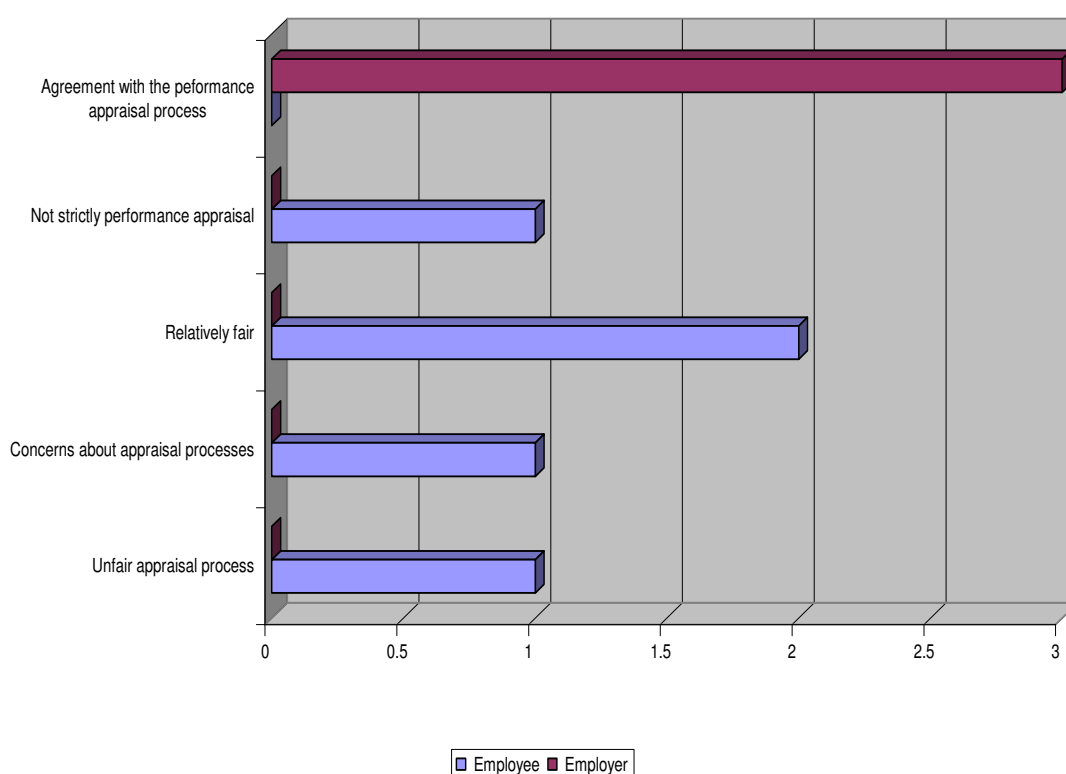
Employer – The management staff were very positive with the recruitment of the multi-cultural work force. However, they had concerns around ‘communication’. In order to resolve the issues, the management had introduced specialist courses to teach management staff ways to deal with such type of issues.

Employee – Some of the employees felt that there were communication barriers. They did have concerns of inequitable treatment and compatibility issues and strongly voiced their opinions.

4.8.3 Perception to Performance Appraisal in the Organisation

Figure 15: Perception to Performance Appraisal in the Organisation

Employment status	Unfair appraisal process	Concerns about appraisal processes	Relatively fair	Not strictly performance appraisal	Agreement with the performance appraisal process
Employee	1	1	2	1	0
Employer	0	0	0	0	3



Source: Qualitative analysis of survey instrument.

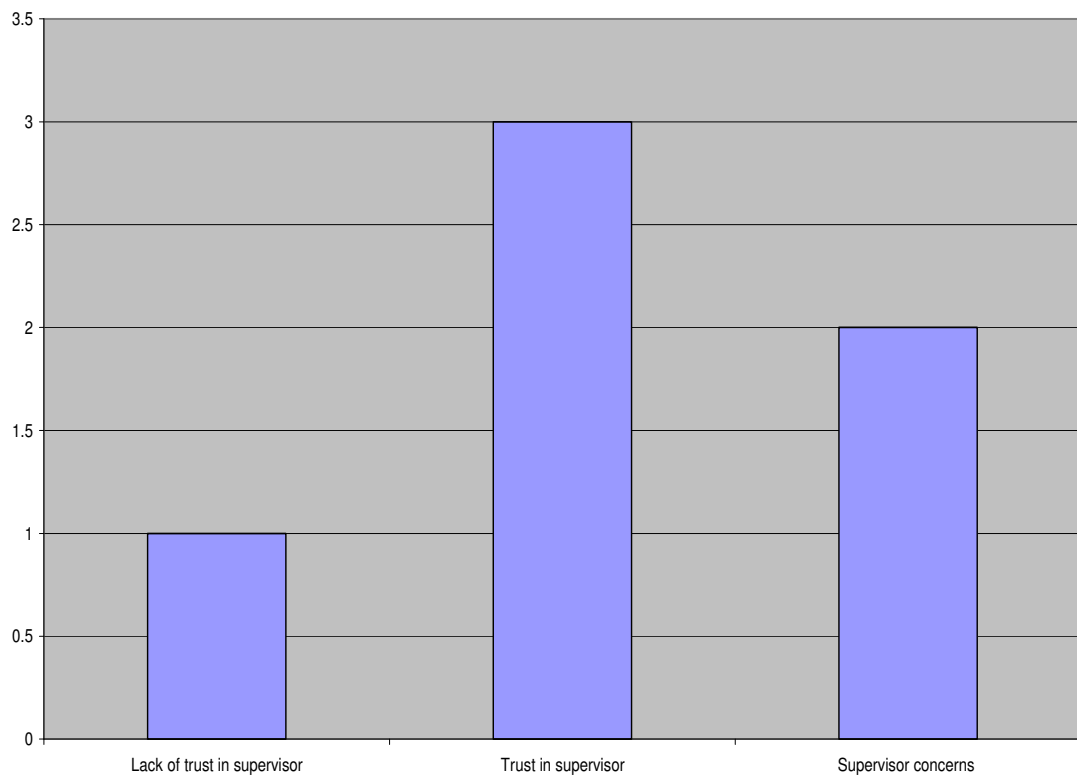
Employer – The management staff were satisfied with the performance appraisal procedures even though three out of four had delayed the process.

Employee – The employees were divided and each had their individual opinions about their performance appraisal however none agreed that the performance appraisal process helped in gauging performance level.

4.8.4 Response to Trust

Figure 16: Response to Trust

Employment Status	Lack of trust in supervisor	Trust in supervisor	Supervisor concerns
Employment status = Employee	1	3	2



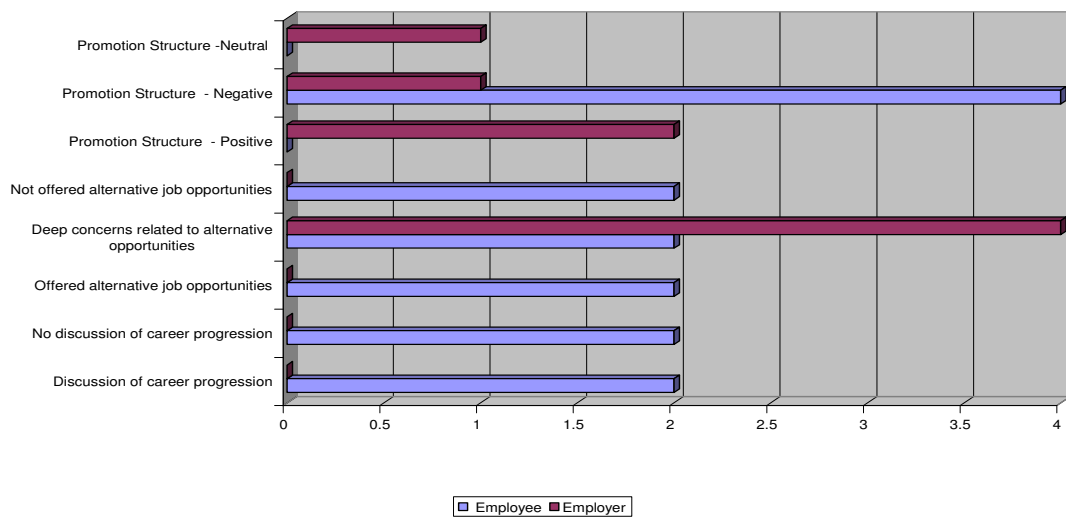
Source: Qualitative analysis of survey instrument.

The majority of the employees trusted their employer on an organisational level. However on a personal level, individual opinions weighed heavily and some employees were unable to relate to their one-up supervisor. On the other hand management staff indicated that they tried their best to maintain a professional approach and avoid mixing personal and professional issues.

4.8.5 Perception on Career Progression

Figure 17: Perception on Career Progression

Employment status	Discussion of career progression	No discussion of career progression	Offered alternative job opportunities	Deep concerns related to alternative opportunities	Not offered alternative job opportunities	Promotion Structure - Positive	Promotion Structure - Negative	Promotion Structure -Neutral
Employee	2	2	2	2	2	0	4	0
Employer	0	0	0	4	0	2	1	1



Source: Qualitative analysis of survey instrument.

Employer – The employers indicated their willingness to progress careers and mentor deserving employees. However concerns around unwillingness to come forward thwarted the management efforts. While management indicated that they are keen to promote deserving staff, they felt that the staff should also display initiative and come forward.

Employee – Two of the employees indicated that career progression discussion did take place while the other two replied in the negative. Two employees were offered alternative job opportunities while the others were not. The two that were not offered had serious concerns about their experience and knowledge not being recognised. Lastly all four employees felt that their scope for promotion was limited within the ADHB.

In conclusion, the general demographic information analysed on the basis of five variables such as age, gender, the tenure of service at the ADHB, the type of employment contract employed and the position of work within the ADHB has provided considerable insight on international employees'. In addition, the mean and standard deviation have been thematically explained. Inferential analysis based on cross tabulation of five demographic variables with the 27 dependent variables have been presented and explained by patterns of participation format and documentary analysis is quantitatively analysed. Furthermore, the responses to open-ended 'comments' treated as semi-structured replies and qualitatively analysed based on emerging themes. The responses of the interview participants have also been analysed using the qualitative software NUDIST 7 and a thematic analysis based on emerging major themes, sub-themes, frequency and snapshot of the response is separately presented on employer and employee basis. Lastly, the results of inferential analyses are highlighted and explained. The next chapter discusses the results in the context of the rationale of this study.

5. CHAPTER FIVE: DISCUSSION

5.1 Introduction

The rationale of the study was to understand the job variables that were considered important to retain and encourage international employees in their employment relationship at ADHB. The results of the research in the context of the rationale which led to the study are discussed in this chapter. Given that employees have individual preferences and that no specific model would be able to gauge the complexity of the psychological process involved in employee turnover intentions, it was preferred to gather responses by way of survey and interviews to assess the employees' preferences to variables considered important. There are a total of 27 explanatory variables and five demographic variables in the survey instruments. The interviews with the employer and employees were narrowed to eight or nine questions seeking replies to variables considered significant to the organisation and the employee.

The survey and interviews identified the following variables which provide a significant contribution to assess the needs of the employees in their employment relationship within the ADHB and answers the first sub-question of the research.

5.2 Needs of the Employee

Job Satisfaction

Job satisfaction is considered as a significant variable in assessing the needs of the employees. Job satisfaction is defined as "a positive attitude towards one's job" (Daft, 2003, p.483). Employees experience job satisfaction when their work matches their needs, when working conditions and rewards

(wages) are amenable and when the employees co-exist with other employees congenially (Daft, 2003).

In relation to ADHB, the result of the study has highlighted that job dissatisfaction is expressed by international employees in the first 12 months of their service tenure. Literature indicates the highest rate of employee turnover is amongst younger employees with less than 12 months' service (Booth & Hamer, 2007; Hendrie, 2004). The majority of the employees who are dissatisfied included AHP, Technical Professional and Non-Clinical employees. Interviews highlighted the following quotes *"No, I wouldn't want to belong to such a dysfunctional organisation if I didn't have to. I am not proud to work for the ADHB"*; *"My profession doesn't seem to get recognised for the work we do"*. These statements perhaps question the level of job satisfaction with respect to person-organisation fit or person-job fit. The opportunity exists for the organisation to investigate personality-fit criterion for future recruitment.

Overall, 15% of employees disagreed indicating their unhappiness with job satisfaction citing reasons that the job was not challenging, lack of interest in job, low wages and low level of personal satisfaction. This is in line with the study conducted by Lum et al. (1998) indicating that job satisfaction is dependent on other economic and psychological factors. In organisations where employees find that their job profiles do not match their wants and needs or they are unhappy with the working conditions, employees tend to voluntarily leave the organisation. This is consistent with research conducted by Griffeth et al. (2000) that indicated a negative relationship exists between voluntary turnover and job satisfaction.

Contrarily, the employers, in their interviews, have indicated that new employees have an orientation period wherein the employees get accustomed to working in the hospital. In addition, a 'buddy' system is encouraged so that new employees are supported on a daily basis. An atmosphere of informality

is often encouraged by the employer during reporting and handing over processes.

It is, therefore, evident that two conflicting replies have been received during interviews. Currently the organisation needs to address the spread of employee demoralisation that encourages employee turnover due to the undermining of the individual employee integration (Griffeth & Hom, 2001; Hom & Griffeth, 1995).

Implication:

Further research is needed to understand the recruitment practices, which may provide the rationale for job dissatisfaction.

Training

Training imparted for professional and personal growth is the next most important need indicated by international employees. In general the argument that training does sustain employees' professional growth is supported in the study conducted by Alatrasta and Arrowsmith (2004) that employees perceive their future employment status with organisation commitment to training and staff development.

In a study conducted by Davies, Taylor, and Savery (2001), they pointed that on the job training decrease the likelihood of mobility of the employee while off the job training have a significant positive effect on job mobility. Practically this would mean that employees who received 'employer provided on the job related' training had a lower probability of changing employer and/or making the shift to non-employment status.

In context to ADHB, the employer exuded confidence that the level of training imparted was high. However, 25 % of the international employees surveyed, felt that training needed to be improved for their continuous personal and professional growth. This is in line with Lockwood and Ansari's (1999) study

that participants view training as part of technological change and work challenge.

In particular, AHP, felt let down due to denial of 'funding' for training and development resulting in their inability to practice without a registration. In support, a study conducted by Martin (2003) on the link between lower employee turnover and training confirmed that on the job training is associated with lower turnover rate supposedly because this type of training imparts job specific skills. When employers pay for training, the declining effect on mobility of employee turnover is more likely while simultaneously increasing employee commitment, trust and loyalty in the organisation. Whereas, training that is wholly sponsored by the employee or family is likely to be a prelude to job search.

The findings of this study have provided two opposite perspectives. The exit interviews report indicates that the training imparted is good. In contrast, we have the international employee desiring improved training as pointed out in the survey and interviews. The explanation could be that exiting employees may not indicate negative aspects of the organisation in their exit interview because these employees may desire a good referral from the organisation and may avoid providing an honest opinion. This may skew the exit interview results. On the other hand, international employees desiring to stay in the organisation would prefer to have some form of career development and may seek training that may improve their on-the-job skills.

Implication:

Management would need to scrutinise the training aspect on an employee case by case basis in order to resolve the issue.

Work-Life-Family Benefit

International employees had strong reservations about the work/life benefits offered by the ADHB. The employees consider this benefit as among one of

the most significant needs of employees migrating from overseas. While reduced stress was a major benefit, other positive outcomes included employee retention, improved performance and satisfaction with the job and overall the organisation for supporting employees and their families through work/life balance. Employees who were interviewed and surveyed noted that their ability to maintain their work and family commitments was essentially due to having some flexibility in their work roles, and possessing the freedom to control their work schedules.

Haar, Spell, and O'Driscoll (2004), examined the potential of work-life-family benefit backlash where non-users of the work-life-family benefit may have poorer job outcomes than users of the work-life-family benefit due to equity issues – the study reported little support for this negativity. However a study conducted subsequently by Haar (2007), indicated that though flexi-time offers many positive benefits, employers have to tread carefully. Employers would need to monitor the benefit carefully and extend the benefit only to deserving employees. However these may lead to increased antagonism in the workforce due to differences in individual perception regarding equity.

In this research 23% of the respondents stated that they disagreed that the organisation provides work-life-family balance. It is assumed that since the ADHB has a predominantly female workforce, enhanced work-life-family benefits could have positive results for both the employee and the employer. In the interviews, employers theoretically agreed that offering work-life-family benefits would have a positive effect on the employees; however practically, employers were reluctant to offer the benefit as they had to manage the daily workload while simultaneously maintaining equity in the department. Out of the 23% that indicated that they disagreed with ADHB providing a good work-life-family balance, 72% were female employees that included Nurses, AHP, Non-Clinical employees and to a minor extent Nurse Aides.

Implications:

With the majority of the workforce being female and work/life benefit considered a strong form of retention strategy, HR would benefit from reviewing its policies in this area to curb growing dissatisfaction around work-life-family benefit.

Unionisation

Union affiliation is also considered as an important need by the employees. A majority (56.3%) of international employees have indicated their positive feeling to being a part of the collective agreement. This is supported by the study conducted by Head and Lucas (2004), wherein forms of 'hard' management or 'hire and fire' policies are practiced by organisations where unions are non-existent to the detriment of the employees. Martin (2003) indicates that unionism is associated with lower turnover as a result of unions securing various collective benefits in order to improve the attractiveness for workers of staying in their jobs. In both these studies the relationship between lower turnover and unionisation has been well established by researchers using both industry and individual level data.

More than half of the respondents in this research have indicated (56%), that job related conflicts are resolved through discussion. A critical approach for the managers intervening on behalf of the management in an employee/employee or employee/employer dispute would be to ensure fairness towards disputants. It is important for the manager to get the facts and establish a climate of trust. This would maximise the probability that the dispute will be resolved and/or reduce the probability of a similar conflict arising in the future. Employees and employer alike agree with the underlying philosophy that a more proactive role in conflict resolution would reduce the chance of the issue becoming a grievance and leading to strike situations.

A possible solution would be introduction of workplace forums. The tasks of the forums include looking after the interests of employees. Its membership is

exclusive to employees. In recent years, the role of the forums has been transformational, from being an informational channel to a consultative body (Cullinane, 2001). In contrast, the strength of a workplace forum is determined by its say in collective bargaining and the ability to provide employment security to the unionised fraternity. It is the loyalty to the forum that is important to pursue relationship development in organisations.

Implications:

It is, therefore to the advantage of both the employer and employee to pursue the current strategy of encouraging a workplace forum for employees and a collective forum at the organisational level.

Organisational Commitment

International employees view organisational commitment as one of their significant needs. Variables such as job security, being treated fairly, valued as an employee, organisational interest in job profile, willingness to recommend ADHB as an employer of choice are rated very highly. As highlighted by Laschinger et al. (2000), job security and organisational commitment are linked. If the employees fear re-structuring, then negative commitment to the organisation surfaces. In addition the employees will not recommend the organisation to other candidates if they perceive that their own job is in jeopardy.

Employee involvement is being heralded as the solution for success in organisational performance. The rationale being to involve employees in issues that influence their work and decision making processes. Providing autonomy increases job satisfaction giving employees a sense of challenge and control over their work. This leads to increased employee commitment to the organisation (Elangovan, 2001).

Employees recruited with international expertise have indicated they would prefer that the organisation formulates a career development plan. The

employees would need an identified career path in order to reduce the chance of employees exiting at an early date. An overwhelmingly 71.7% indicated favourably for a designed career pathway. Out of which 76% of employees were below 40 years with 48% having less than 12 months of service. This indicates that international employees would prefer having a career map. In studies conducted by Alatrasta and Arrowsmith (2004); Chang (1999), they support the views of formulating a career path in advance. This increases employees' loyalty and commitment and reduces dissatisfaction when employees perceive genuine efforts by the organisation in pursuing internal promotion opportunities, providing proper training and that supervisors provide advice regarding staff development according to Hom and Kinicki (2001).

Presently, the ADHB is committed to its employees. Employer representatives have indicated their continued support to employees. Results of the study indicate that organisational commitment may be enhanced by treating employees equitably. Employees desire the opportunity to participate, contribute and be involved in organisational processes that not only empower them but also increase their loyalty to and identification with the organisation. A good example is programmes to support employees for stress management and providing a work-life balance to couples with children would boost employee loyalty to the organisation.

With regard to ADHB, the interviews with employers indicate both a positive and negative reply. Individual Heads of Departments based on their circumstances offer the opportunity to those employees they consider fit and are willing to perform the higher category job. However, this would be frustrating for other employees who would consider themselves to be the ideal candidate but may not get selected. Some departments have a very flat structure and hence career planning and opportunity is non-existent. In such cases the employee stagnates in growth and the likelihood of turnover increases. Interviews with employees indicated that two employees had no career development discussion. While one employee discussed the issue

verbally and the other was unsure of the plan discussed. This definitely indicates that the management has no strategy in place regarding career development and was practiced by individual manager initiatives.

Providing career advancement opportunities is critical for retention, especially for employees who are career oriented. Job openings should be advertised and no barriers imposed to transfers such as intra-departmental rivalries or employees posted on special projects. Alternatively, it is important that an employee takes the initiative and owns their career development plan, but the organisation should encourage its development. It is vital to communicate with the employees about their career development goals (Barnett & Bradley, 2007).

Klaus (1995) explains that a mentoring programme is another strategy for retaining employees. A simple career ladder can begin the discussion. Medenhall, Dunbar, and Oddou (1987) in their study asserts that career pathways training can include assigning a special project where the employee learns a new skill, or take on (temporary) acting responsibilities in a higher grade. Another common tool is multi-skilling, where employees learn to perform several on-the-job functions within the same work area.

Implications:

The findings of the study imply that career development initiatives can promote greater job satisfaction while decreasing the likelihood of unwanted voluntary turnover.

Alternate Job Opportunities

The next need highlighted by the international employees is alternative job opportunities. Literature by Griffeth et al. (2000) asserted that an actual opportunity has a positive link to turnover and is a factor influencing employee turnover while perceived alternatives can moderately predict employee turnover. However in this survey, the term 'alternate job opportunity' meant

that employees continue doing their own job and take on another job responsibility on par or at higher grade (internal job opportunity) in order to learn new skills. This could assist employees to secure promotion as and when the opportunity arose.

Literature indicates that the perceived possibility of intra-organisational or departmental transfer can lead to job satisfaction (March & Simon, 1958). Interestingly the link between dissatisfaction and employee turnover is complicated because dissatisfaction with work does not immediately lead to employees exiting. There is often a temporal lag between the variables inability to secure a perceived alternative, job dissatisfaction, low organisational commitment, intention to quit and actual separation according to Hom and Griffeth (1995).

The results of the survey instrument indicated that employees at ADHB were keen to have the option of 'alternative job' within the organisation. Due to the size and nature of the organisation, a number of jobs have intra-transferable skills. The interviews evoked mixed responses from the employees. Two of the respondents indicated that they were offered the opportunity of an 'alternative job'. Both of the respondents performed the task allotted. One of the respondents succeeded in getting a promotion based on the ability of being able to multi-task.

In comparison, the other two respondents were not offered the opportunity and gave negative feedback – *“Why would anyone want to stay if they are bright, intelligent and ambitious?”*; *“ADHB promotes mediocrity”*. The statements indicate that the employees are unhappy with their current job situation. This type of dissatisfaction could lead to intention to quit the organisation.

The views of the management on the same subject were: *“The opportunity to learn higher role is present, but it should be two ways; The structural chain is very flat with highly qualified personnel; Very limited scope to expand”*. These

statements would to some extent explain the frustration of the international employees. While some areas in the hospital are flexible in offering internal opportunities, other areas decline due to the high level of specialisation involved. The management interviews have highlighted that not all international employees are keen to take on added responsibility albeit even for short periods without the prospect of monetary gain. Management considers internal alternate job opportunity as a means of staff development and encourages employees to raise their hands.

Implications:

In light of the evidence, the implications are that management could discuss the probability of offering non-monetary incentives such as commendatory letters as a means of satisfying the employee. The employee would request the letter be attached to their employment record for future reference. Alternatively the employees would request an 'acting-up' allowance for the period of taking responsibility in the higher grade.

The above discussion has specified the needs of the international employees. The following section attempts to answer the second sub-question of the research by highlighting the factors influencing discontent among international employees within the ADHB.

5.3 Discontent among Employees

Promotion Opportunities

The variable 'promotion opportunities' is considered as a significant factor influencing employee discontent in the organisation. The results indicated that around 30% of the international employees are dissatisfied with the promotion policies of the ADHB. More than two thirds (68%) of the samples are females and at least 50% have a working tenure between 12 to 36 months. Of the 30%, AHP account for about 28%, Non-Clinical employees 22%, Technical

Professionals 16%, Nurses and Midwives 16%, Consultants 3% and others (Laboratory Scientists, Health Care assistants) 16 %.

The survey and interviews with employees provided a wealth of qualitative data. A number of employees have expressed their concerns with the promotion policies. All four of the employees interviewed expressed deep concerns with the promotion policies. Some of the replies were *“There are no promotion opportunities”*; *“ I don’t see any promotion opportunities in the next 24 months”*; *“There is really any promotion opportunities with the job that I do”*; *“The ADHB doesn’t care at all about staff retention”* . These opinions are consistent with literature by Hjalager (2003) which indicates that dissatisfaction is negatively linked with limited advancement opportunity and employees lacking promotion opportunities were more likely to leave the organisation.

The equity theory partially explains employees’ perception of fairness of promotion opportunities at work. This theory suggests that employees evaluate their rewards earned for a given job in relation to other employees. However, it is universal knowledge that not all the employees can expect promotion all the time. Only one candidate can be selected for one vacancy. The rest of the candidates may face rejection. Rejection cannot be construed as a means for dissatisfaction, however employees can possess an illusory notion that they were the right candidate and/or discrimination occurred. Management however does provide limited scope for ‘acting-up’ opportunities when ‘in-charges’ are on leave.

It may be that highly qualified international employees expect quicker promotion due to their expertise and may not recognise the organisation’s efforts to promote employees with long service. Yet another possibility could be that due to their qualifications, international employees are recruited at the highest level and there is no more upward hierarchal opportunity available.

In this situation, international employees would feel stagnated and dissatisfied in a couple of years. Due to the 'routine' nature of the job (Price & Mueller, 1981), ease of movement (March & Simon, 1958) and alternate opportunity (Steers & Mowday, 1981), the employees may have search and quit intentions (Mobley et al. 1979).

Wages

The most arguable variable of international employee discontent is wages. Although not considered as the sole reason for dissatisfaction, a comparable level of wages to market level is considered important. The majority of the international employees expressed dissatisfaction with the level of wages. They have indicated that regular monetary incentive keeping them on par with market levels is important. This is consistent with the literature where Martin (2003) implies that relative wage levels, the experience of wage increase and regular monetary incentives are necessary to persuade employees not to quit.

The finding of the survey instrument indicated that 40% disagreed and 33% agreed with the statement – 'Is your wage reasonable for the work done'. At the interview stage three employees indicated that the wage levels were unreasonably low and expressed deep concerns around computation of wages. They preferred schemes that would link their performance to wages. The international employees presume that they are under paid. Since they have an edge over the local population because of their skilled qualifications they feel justified in expecting performance related wages. However, one employee felt that the wage being paid was reasonable as compared to wages paid in New Zealand.

Griffeth et al. (2000) indicate that higher wages could be particularly effective in the case of younger employees who attach more value to monetary incentive. It supports the research findings wherein younger employees between 18 to 30 years are the most dissatisfied with wages. The same is

true for high performing skilled staff who demand performance linked wages in recognition of their professional knowledge and skills.

In contrast, all four employer representatives expressed that their wage was reasonable for the work done. However, three of the employer representatives indicated they would be happy if paid more wages, while one was satisfied with the level of payment. The perception of the employer representatives was that in comparison to the market, the organisation could offer them better wages for the amount of work they do.

The results indicate that a gap in wages exists between employee and employer representatives. Alternatively management staff may be reluctant to speak out against top management fearing reprisals affecting their own career and prefer to portray a positive picture of the wage variable. In summary, although considerable importance is attached to the variable 'wage', employees and employers opined that the term wage is relative and wages alone are not responsible for dissatisfaction and turnover.

Performance Appraisal (PA)

The next major element of international employees' discontent is the process of 'performance appraisal' (PA) adopted by the ADHB. The result of the survey indicates that 18% of the respondents disagreed with the statement: 'supervisor has informed me periodically about my performance'. From these employees 52.6% have less than 12 months service and 31.6% have between 12 and 24 months service. AHP with 26.3%, Nurses with 21.1% and 'Others' with 26.3% formed the major groups of international employees with the grievance that periodical PA has not been actioned since they joined the service of the organisation or delayed beyond 12 to 15 months of service.

Interviews with the employees revealed that two employees felt that their appraisal was fair. While the other two employees reported serious concerns and questioned the integrity of the process. The feedback was: "*The ADHB*

performance appraisal process is completely ridiculous; it's all nepotistic and what you have in the end are people who have no training to be managers"; "it would be better described as a performance discussion".

Thompson and Dalton (1970) suggest that if PA is perceived to be used unfairly, it may affect the morale of the employees and eventually result in dissatisfaction leading to a rise in employee turnover. In relation to the current study, the findings of the research are in line with literature by Poon, (2004) implying increased dissatisfaction if employees perceive a political agenda in rating performance. Since appraisal inaccuracies arising from political motives are intentional, attempts to improve appraiser's quality are unlikely to work.

However, top management should take the initiative to change the cultural, social and political organisational fabric in which the appraisal takes place. Managers should be motivated to provide accurate appraisals or at least refrain from manipulating ratings to fulfill their personal agendas. Another initiative would be to use additional sources of evaluation. This might increase employees' perception of fairness as well as reduce the stress of the manager when unfavourable rating needs to be given. In these circumstances, complaints of manipulation would also decrease, as more corroborative evidence from different managers would be required in order to falsify the PA.

In contrast when employers were interviewed, they categorically stated that PA was completed annually. In some areas peer reviews were held and all employees were well informed of their weaknesses and strengths. In fact, some regulatory certification depended on peer appraisals and hence was needed to be completed in time.

In the ADHB context, there appears to be conflicting versions from the employees and employers point of view. Maybe due to the overall strength of over 8000 employees, it is possible that PAs are delayed due to absenteeism and work pressure. Perhaps this time lag was construed negatively by the employees.

Due to conflicting views, it is beneficial for higher management to intervene since PA has gradually become a part of a supplementary strategic approach to assess employees, enhance performance and distribute rewards. Beyond the practical implications explained, the finding of the study suggests that in order to avoid unintended consequences PA should not be used as an instrument of control and manipulation; rather, as a mechanism to motivate employees into participative involvement.

In conclusion, discontent with promotion opportunities process, the low wage structure and the performance appraisal procedure has been highlighted by international employees in both the survey instrument and interviews.

5.4 Unique Variables

The third sub-question in this study was to find unique variables, if any, that affect international employee turnover. The findings of the survey instrument and interview highlighted two such variables. The variables, intercultural communication and cultural integration were found as having a significant impact on international employee turnover. Previous research by More and McGrath (1997) considers communication as an important link to employee turnover. With advances in globalisation and movement of employees across international borders, a number of communication gaps became evident and hence resolving these communication gaps with cultural overtones came to be known as intercultural communication.

The variable intercultural communication was not considered at the survey stage nor did the ADHB exit interview questionnaire have questions regarding intercultural communication. The issue was highlighted when conducting interviews with Management Staff (MS) wherein it was observed that MS faced difficulty in correlating to international employees due to a number of barriers. Firstly, the difficulty to explain job requirements was considered very significant. The MS could never understand if the international employees

comprehended the hospital needs on sensitive and ethical issues. International employees would say “Yes” for everything and eventually do the work incorrectly. When questioned, the reply would be that fear of reprisal at the lack of understanding, forced them to confirm affirmatively rather than negatively. Another example is that international employees ‘nod’ their heads in agreement when explained a task. MS could never fathom whether the ‘nod’ meant that the employee understood the task or not. Communication jargon explains this phenomenon as cultural difference in manners, customs and rituals.

Secondly, MS would encourage employees to mingle around with different communities at break-time. However, it was observed that employees of similar culture tend to group amongst themselves. This habit was regarded as anti-social to other cultures co-existing in the same work environment. Employees regard this grouping as values, beliefs or attitudes which are invisible culture preferences. As employees of similar culture mix around themselves for the purpose of emotional bonding.

Lastly MS were faced with the situation where international employees opted to speak in their local language. This posed an ethical issue to the MS, when staff of cultures complained. Therefore the greatest challenge faced by MS in intercultural interactions was in deciding who adapts to whom and when.

In the interviews, the MS recognised that in order to retain skilled international employees, intercultural communication skills were critical to serve the growing diverse population of immigrant labour. A communication specialist was employed to create intercultural awareness with different cultural issues. Special training sessions were initiated with focus on ‘Communicating for Results’, ‘Communication for Crisis Management’ and ‘Communicating in Conflict Resolution’. MS is now tasked with the responsibility of ensuring that communication between customers and colleagues is clear, coherent and free from intercultural ambiguities. In order to achieve this goal, MS needs to

possess flexibility, patience and be astute in managing intercultural difference positively.

In retrospect, when international employees were interviewed, the majority (all four) of the employees said they had no communication problem; however most of them responded that interaction with their one-up supervisor was problematic. When asked to explain, they stated that their supervisor did not understand their perspective and hence the reason for mistrust. Perhaps the employees are confused with working in an inter-cultural environment where differences in opinion are bound to be present.

This issue has the possibility of being a continuous stressor between MS and international employees. The stress would lead to continued misunderstanding and job dissatisfaction and indirectly result in employee turnover. On a positive note, it would be beneficial for the organisation to cascade the inter-cultural communication training to international employees. In order to give them the right perspectives of other cultures and encourage them to continue working for the ADHB.

The second variable, cultural integration was investigated both at the survey and interview level. Surprisingly 17% of international respondents indicated that culture difference hindered their integration within ADHB and the integration process was not smooth. For an organisation promoting cultural diversity, it is surprising that a high percentage of employees (17%) were dissatisfied with the process of integrating international employees successfully into the cultural fabric.

At the interview level, both employees and employers were asked questions such as – Is a multi-cultural workforce a boon or hindrance? Has a multi-cultural work force heralded a better work environment? Employees gave mixed responses. They were happy with social interaction and enjoyed the exchange of culinary delights. However, at work, remarks such as *“the preciousness with which certain ethnic groups are treated is insane”*;

“language barriers which is particularly unhelpful in an emergency situation”; *“poor health and safety standards by other staff when handling patients”* highlighted serious issues of favouritism and unsafe patient care. In the health sector these issues can become a serious threat and need to be carefully assessed.

In comparison, employers were quick to acknowledge the contribution from employees of different cultures and remarked that patient/employee relationships and patient care was of high standard. As noted earlier communication gaps did exist but concerted efforts by MS had alleviated the problems reasonably well.

Literature on cultural integration focuses basically on the culture of the organisation and the ability of its employees to engage positively with the organisational culture. There is definitely a deficit of literature researching individual cultural integration. Questions such as *‘How successfully can an international employee integrate with local culture?’*; *‘What are the barriers these employees face?’*; *‘How can organisations help their entry into local organisation?’* Individual cultural integration is an area where management neglect can hinder a successful transition. Cultural differences often lead to decreased productivity and lessened effectiveness. Individual culture is usually deeply ingrained. Both employer and employee need to act as one in order to avoid problems such as low morale, job dissatisfaction and employee turnover.

In conclusion, employers’ and employees’ beliefs differ on several cultural issues. A sound strategy of inter-cultural communication and cultural integration goes hand in hand to reduce stress, dissatisfaction and intent to resign based on improved trust, team work and understanding. This could perhaps prevent avoidable employee turnover.

5.5 Job Position

The fourth sub-question differentiates this study from other studies. An attempt is made to study the impact of employee turnover on different job positions. The study takes into account the views of international employees employed as Consultants, Registrars, Nurses, Midwives, Non-Clinical employees, Allied Health Professionals, Technical Professionals, Senior Medical Officers and Others (included Health Care assistants, Laboratory Scientists, Sterile Supply Technicians, Psychologists, Dental assistants, Rehabilitation workers, Anesthetic Technicians, Clinical Research Associates and Kitchen assistants).

A review of literature suggests that existing literature in the health sector has been confined in the examination of impact of the stressor leading to intent of employee to resign predominantly on Nurses (Aiken et al. 2001; Alexander et al. 1994; Blegen, 1993). As such, very little is currently known of the impact of this stressor on other job positions. On the basis of the findings, the evidence indicates that job positions such as AHP, Non-Clinical employees, Technical Professionals, Nurses and Others exhibit a high level of job dissatisfaction.

The question of personal growth within the organisation evoked an overall 13% negative reply from Non-Clinical workers, 26 % from AHP, 26% from Nurses and 13 % from Technical Professional. In comparison, the question of professional growth registered a 22.7% negative reply from Non-Clinical workers, and 27 % from AHP. Strangely there was 0% disagreement from Nurses and Midwives indicating that these categories were satisfied with ADHB efforts towards their professional development.

In addition, 28.6% respondents disagreed when they were queried 'if their overseas experiences were recognised'. These respondents were not happy that their overseas efforts were not recognised at the ADHB even though they received full points for migration purposes leading to employee resentment and job dissatisfaction.

As indicated by respondents the dissatisfaction stems from false promises made at recruitment stage, over qualified for the job, higher self-esteem than their supervisors as employees are more qualified, lack of flexibility, inconsiderate supervisors, not feeling a part of the team, continual chasing up of performance appraisal, outdated training, poor management, delay in orientation, lack of support, denial of promotional opportunity and breakdown in communication. This indicates that dissatisfaction is pervasive and not limited to a particular job position at the ADHB. However, job positions are relative and depend on individuals occupying the positions. In summary, the finding indicates that job dissatisfaction is widespread and a further study is required to understand the variables that are organisation specific and have the potential in encouraging employee turnover.

In conclusion, several needs have been assessed by employees as being essential for a continued employment relationship. The variables considered as likely predictors of discontent in employment relationship have been defined along with two unique variables considered significant for the retention of international employees. Furthermore, the impact of employee turnover on different job positions has been discussed.

To conclude the discussion, the interviews with respondents reveal that the expectations and needs of international employees are not fulfilled leading to dissatisfaction and perhaps employee turnover. On the other hand, the interviews with employers indicate that they have provided the required tools to employees to complete their jobs satisfactorily. For the successful operation of an organisation these two entities need to perform in tandem. The findings demonstrate that employee and employer views differ. Their statements at Phase II (interviews) contradict each other. However, the discussion should be considered in the context of the strengths and limitations of the study.

5.6 Strengths and Limitations of the Study

The survey based study design, with selective and convenient sampling which was adopted for the present research precludes generalisation. However, the survey instrument and the interview questions designed to assess the needs and discontent of employees provided comprehensive data on employee turnover variables. The survey provided an opportunity to obtain both quantitative and qualitative data, while the interviews provided rich qualitative data, and the perspective of both employers' representatives and employees. The present study has provided an opportunity to explore in-depth the construct of employee turnover in relation to international employees. The study has highlighted the need for ongoing research and the need to develop organisation specific models of employee turnover for greater understanding of variables specific to the population investigated.

The issue of confidentiality permeated the entire study. The proposed research is limited and exposed to the risk of human error in data entry. A cross-sectional design, based on random sampling, would have permitted greater validity. Whilst every effort is made to minimise this risk, it cannot be completely avoided. The results and findings are limited to a single organisation – the Auckland District Health Board.

It is hoped that the findings will prove worthwhile to the Health Sector in New Zealand, and ADHB in particular. In the light of evidence indicating wide disparities in employer and employee comments, initiatives led by management may succeed in retaining the right skill mix and reducing employee turnover.

5.7 Summary

The results of the present research can be summarised as follows:

1. The findings of the survey instruments and interviews have highlighted the needs of the international employees that are considered important in order to decrease the intent to quit thereby reducing employee turnover. They are Job Satisfaction, Training, Work-Life-Family Benefits, Collective Bargaining Forum, Organisational Commitment, Career Development Plan and Internal Alternative Job Opportunities.
2. The findings have further indicated the discontent of the international employees to the work relationship in the ADHB. They are lack of promotion opportunities and application of performance appraisal processes. Concerns around unreasonable wages have been voiced.
3. Lack of efforts towards understanding 'inter-cultural communication' and 'cultural integration' has led international employees to indicate these variables as potentially leading factors in increasing employee turnover.
4. The impact of several variables responsible for employee turnover on different job positions has been studied.

The proposed strategic planning document of the ADHB (http://adhbnet/proposed_strategic_plan.htm) states that the organisation seeks to retain desired and committed staff to improve effectiveness and increase productivity. The results of the study which are supported by literature suggest that a high percentage of employees continue to exhibit intent to turnover within 12 to 24 months.

Literature by Mano-Negrin (2001) explains that effective retention policies require a degree of alignment between performance and human resource management strategies. However, employees who are the major participants in the survey aimed at enhancing employee retention are dissatisfied with the strategic or operational plan that links promotion, performance and wages.

The relevance of the ADHB organisational strategies need to be communicated to the international employees. The employees need to develop an understanding of their role and be aware of the resources in the organisation which will facilitate their jobs. Employees and employers need to be equipped with cultural centered strategies that assist optimal achievement and have relevance both in the organisation and beyond. Procedures, policies and practices should connect both employers and employees with both taking equal responsibility in achieving organisational (ADHB) goals.

5.8 Recommendations

In the light of the above conclusions and in line with the final sub-question of this study, the following discussion explores the strategies considered important for the retention of international employees.

1. Declaration of objective on retention strategies to be used by employers

These include strategies for goal setting and tactics in order to retain international employees. The purpose is to aid management in mapping each task in the broader strategy, and provide requisite resources for individual supervisors and team leaders to state their plan of assessment. The strategies could be tailored for an individual employee or group of employees working in the area in terms of employees' aims and objectives.

The process of goal setting is an important aspect of motivation which helps to increase effectiveness. Goals should be quantifiable and precise in order to measure the rate of success in efforts. Provisions for the involvement of the team in the goal setting process could also be incorporated.

A timely schedule for self evaluation and performance appraisal feedback by the employer which is related to setting goals and strategies and focused on

efforts made by the employees should be established. This schedule should be workable and not just on paper. Also recommended are provisions for employees to set goals and receive feedback on an annual basis.

Employer regulated goals include supporting new recruits during the critical first few weeks in the job, providing clear career pathways for advancement, support of staff development, considering work-life-family balance issues, providing updated training modules to up-skill employees, creating a pleasant and interesting working environment, (Porter & Steers,1973) offer internal alternate job opportunities, (Mowday et al. 1982) promising organisational commitment and job satisfaction (Price,1977), encouraging affiliations to recognised unions, communicating and consulting collaboratively with employees (Head & Lucas, 2004).

Some of the tactics utilised by employers in retaining international employees would be to offer an attractive employee benefits package, keep wages on par with appropriate market rates, recognition programmes that reward retention related behaviours (McKeown, 2002, p.116), permit extra flexi-time options, (Haar, 2007), balance social and work related events, sought greater input from employees on policies and procedures, opportunities to work from home and compensatory time off facilities.

2. Culturally appropriate strategies

Management should encourage strategies that help to achieve the goals of the draft strategic planning document of the ADHB http://adhbintranet/proposed_strategic_plan.htm). It seeks to retain desired and committed staff through programmes which enable all international employees to realise their full potential as individuals, and to integrate culturally, socially and occupationally within the ADHB as employees.

It is recommended that managers act strategically and proactively rather than just reactively. The first stage would be to conduct a needs assessment. Data

about international employees are gathered and processed to create relevant information needed during the ensuing stages. The primary information could be utilised as selection criteria (recruitment stage). Upon selection one would impart entry level training such as preparing the employees for entry into foreign environment and advanced level training such as overcoming language barriers and inter-cultural communication proficiency (Tung, 1981).

The ADHB promotes cultural diversity. In order to increase interaction between groups of employees and improve commitment, management should form cross-functional teams with employee involvement being crucial. Khatri and Budhwar (2002) recommend initiatives such as information sharing, engaging communication channels, lifelong learning programmes, formal dispute resolution procedures, training and retraining instead of redundancies. As discussed earlier, the primary management issues that need to be addressed during the entry period are language acquisition training popularly called 'inter-cultural communication' and cultural adjustment known as 'inter-cultural integration'.

Medenhall et al. (1987) recommended that the following issues merited consideration:

1. Cultural orientation of employees
2. Programmes assisting to mitigate cultural adjustment and shock
3. Employers belief in employees capabilities
4. Employers or trainers with mastery oriented directives
5. Employer/Employee acceptance of responsibility for progress
6. Equity in performance appraisal related issues
7. Fairness and equity in managing employees issues
8. Sensitivity to employees beliefs and practices

The above recommendations will promote mastery experiences for employees to adjust sufficiently to the host culture in order to function effectively before assuming full work responsibilities. These strategies will be challenging to both employer and employee, but implementing them will

emphasize issues which will need to be worked through in a spirit of multi-cultural diverse employment relationship.

3. Professionally trained managers that optimise organisational effectiveness

Highly trained professional managers with specialised operational and people skills, meaningful understanding of their role, in depth business mastery and purposeful attitudes towards employees' and employers' needs.

Research by Firth et al. (2004); Gentry, Kuhnert, Mondore & Page (2007) reveals that managers and supervisors with a professional approach can influence a supervisory support climate that has significant impact on employee retention. Emphasis should be placed on providing professional development programmes which help managers uncover attitudes towards racial bias, ethnic gathering, language polarity and cultural groups. Furthermore, managers should acquire knowledge about diverse cultures, and skills to develop an equity scheme which provides a climate of equal opportunity for international employees to attain professional and personal success.

Managers must take responsibility for employee retention. Ensuring that employees in their team are engaged continuously in the learning process, helping employees by their supportive and nurturing attitudes, providing the opportunity to learn about shared values and group differences and encouraging activities with a collaborative yet strong leadership mentoring (Gummesson, 2006). Employee retention involves being sensitive to employees' needs by demonstrating strategies that are essential with employees learning from each other and the expertise of the manager (Hjalager, 2003).

4. Empowering Employees

The greatest challenge is to empower employees to make decisions about their jobs. Empowering employees makes them accountable for their own work and take responsibility for their results.

Managers can facilitate this process by firstly implementing effective policies and procedures. The rule book of policies and procedures empowers employers and employees with a consistent approach to accomplishing their daily routines that convey the pulse of the organisation. Empowerment ensures a shared vision and shared communication between both employer and employee. Secondly, management policy and vision; if the employee is certain about the vision, the employees feel confident in decision making. Thirdly, improve communication; this aspect helps in efficiently running operations and bridging the gaps between related departments. Lastly, improve productivity and the decision making process; by providing employees with an authoritative source for answering questions.

It is hoped that these recommendations will help achieve the goals of encouraging and retaining desired international employees in their employment at the ADHB.

5.9 Concluding Comments: A Prologue for Future Consideration

The major aim of this research was to determine the factors that encourage international employees to stay in their employment at the ADHB. In order to identify the factors, it was necessary to understand the constructs of employee turnover. Employee turnover phenomenon has been a widely studied subject. In the last two decades due to the internationalisation of employees, the construct of employee turnover has become increasingly multi-dimensional.

Employees are in constant mode of transition. Understanding the intricacies of employment relationship processes and outcomes, is central to the development of strategies aimed at retaining desired staff in order to improve effectiveness, increase productivity and minimise the shortage of skilled staff.

In order to achieve organisational success an employer-employee relationship is important. Employers are beginning to move from the control relationship to the commitment approach in employment relationship. To attain the goals of ADHB, the proposed plan (http://adhb.intranet/proposed_strategic_plan.htm) has a clearly stated strategic plan on human resources management. It would be valuable if a supplementary plan for both, employer and employee, which clearly states the retention strategies to achieve the goals in the daily departmental context is devised. The plan may empower employees by entrusting to them the accountability and ownership of individual and team achievements.

Ongoing proactive support to strengthen retention efforts will need to focus on culture research to integrate staff at ADHB. Clearly defined career plans enabling employees to develop on job skills, will perhaps help the employees to discern organisational commitment. Theoretical innovation lead by research should provide the foundations in building a clever recruitment policy so that the competent employees are recruited for the right job. Individual efficiency and team spirit are relevant in the bicultural-multicultural context of New Zealand in order that international employees benefit from job satisfaction.

Practical findings from the study and the literature review highlight the role of monetary and non-monetary rewards in determining the efficiency and effectiveness of the employees in the working context. The rewards underpin the employees goal setting, self imposed strategies, individual progression and self appraisal for continued promotion opportunities.

The results of this research perhaps help us to extract some of the major reasons underlying the under-achievement of the ADHB recruitment and

retention strategy. The findings emphasise the need for a robust human resources strategy that is embedded at the grass root level of the organisation. Ongoing research using mixed methodological approaches, which continue to track employees, supervisors and top management achievement is recommended.

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APPENDICES:

APPENDIX 1

WORKING AT THE AUCKLAND DISTRICT HEALTH BOARD

SURVEY QUESTIONNAIRE

This survey will take 10-12 minutes of your time

Please circle the number that shows how much you agree or disagree with each of these statements about what encourages you to work for the Auckland District Health Board.

Please Circle your opinions	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1) I feel a strong sense of belonging to this organisation	1	2	3	4	5
2) The training that has been provided enables my personal growth within the ADHB	1	2	3	4	5
3) I regard my promotion opportunities within the ADHB as good	1	2	3	4	5
4) I have job security in my present employment	1	2	3	4	5
5) To me, my wage is reasonable for the amount of work I do	1	2	3	4	5
6) In general employees are being treated fairly	1	2	3	4	5
7) I often have inter-personal clashes with my colleagues	1	2	3	4	5
8) My supervisors have told me periodically how I am performing	1	2	3	4	5

9) I am concerned about my personal safety at work	1	2	3	4	5
10) Job related conflicts are resolved through discussion with relevant parties	1	2	3	4	5
11) The organisation I work for takes interest in how well I do my job	1	2	3	4	5
12) The organisation provides employees with opportunities to maintain a work/life balance	1	2	3	4	5
13) My job is very exciting and challenging to me	1	2	3	4	5
14) I prefer being a part of a collective employment agreement	1	2	3	4	5
15) I am thinking of leaving in the near future (3 to 6 month)	1	2	3	4	5
(6 to 12 month)	1	2	3	4	5
16) If I had alternative job opportunities at ADHB I am more likely to continue being employed here	1	2	3	4	5
17) A well identified career path at ADHB will reduce the chances of me leaving	1	2	3	4	5
18) I would recommend the ADHB as a good place to work to anybody	1	2	3	4	5
19) My work gives me a sense of personal satisfaction	1	2	3	4	5
20) The training that has been provided enables my professional growth within the ADHB	1	2	3	4	5
21) I feel valued as an employee of the ADHB	1	2	3	4	5

22) I feel confident about adapting to the new work environment after I started working at the ADHB	1	2	3	4	5
23) My overseas experience/qualifications are recognised at the ADHB	1	2	3	4	5
24) Culture differences hinder my integration within the ADHB	1	2	3	4	5
25) Regardless of cultural differences, my integration within the ADHB went very smoothly	1	2	3	4	5
26) I can trust my superiors at the ADHB	1	2	3	4	5

	18-30	31-40	41-50	51-60	61 or Over
27) What was your age at your last birthday?	1	2	3	4	5

	Female	Male
28) What is your gender?	1	2

	0 - 1	1 - 2	2 - 3	3 - 4	4 - 5
29) How many years in total have you been employed with the ADHB?	1	2	3	4	5

	Permanent	Temporary	Fixed Term	Casual	Others
30) Please mark your type of employment contract	1	2	3	4	5

31) Please circle your position in the ADHB

Consultant	1
Registrar	2
Nurse	3
Midwife	4
Non-clinical worker	5
Allied Health Practitioner	6
Public Health Professional	7
Technical Professional	8
SMO	9
Others (please name)	10

32) Please write down your country of birth?

33) Please write down the name of the country where you have accumulated your maximum work experience?

COMMENTS: (The employee may elaborate in details any questions if desired)

THANK YOU FOR PARTICIPATING.

APPENDIX 2



INFORMATION SHEET/CONSENT FORM FOR SURVEY PARTICIPANTS

An investigation into staff retention issues in a New Zealand District Health Board

Dear Participants,

Wilfrid Rodrigues is currently a student of Unitec's School of Business & Entrepreneurship. Part of his Master's degree involves conducting a research project. The research proposal intends to investigate the factors leading to employee turnover in overseas staff within the ADHB and to develop recommendations for a retention strategy.

What it will mean for you

A numerical coded survey questionnaire will be sent you. Please indicate your preferences and post it back in the pre-addressed envelope provided.

What the researcher will do with this

By participating in the survey, you will help the researcher in understanding what is relevant and important in your employment at the ADHB.

Consent

By answering the questionnaire and posting it, the researcher understands that you have consented as a willing and voluntary participant in the survey. However, in case you change your mind and wish to withdraw your completed questionnaire, please email the researcher at (wilfridr@adhb.govt.nz) or ring extension 3693 on or before 15th May, 2007. For any queries about the research project you can contact Prof. Pieter Nel at 8154321 Ext. 7026 or Dr. Andries Du Plessis at 8154321 Ext. 4011

Confidentiality

Your name and information that may identify you will be kept completely confidential. All paper information collected from you will be stored under lock and key. The only access to your information will be given to the researcher, the supervisor and yourself.

Thank you,
Prof. Pieter Nel
Principal Supervisor

This study has been approved by the Unitec Research Ethics Committee – Application No. 2006.663. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretariat (Ph: 09 8154321 Ext. 7254). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome. Additionally, this study has been approved by ADHB Research Office – Research Project A+ 3683.

APPENDIX 3



INFORMATION SHEET FOR INTERVIEW PARTICIPANTS

An investigation into staff retention issues in a New Zealand District Health Board

Dear Participants,

Wilfrid Rodrigues is currently a student of Unitec's School of Business & Entrepreneurship. Part of his Master's degree involves conducting a research project. The research proposal intends to investigate the factors leading to employee turnover in overseas staff within the ADHB and to develop recommendations for a retention strategy.

What it will mean for you

The researcher will interview you for 40 minutes about the existing retention strategy practiced in the organisation. The researcher will tape the interviews and will be transcribing it later. All features that could identify you will be removed and the information on the tapes used will be erased once the transcription is done.

What the researcher will do with this

By participating in the interview, you will help the researcher in understanding what is relevant and important to promote a suitable retention strategy at the ADHB.

Consent

By agreeing to participate, the researcher understands that you have consented as a willing and voluntary participant in the interview. However, in case you change your mind and wish to withdraw your recorded interview, please email the researcher at (wilfridr@adhb.govt.nz) or ring extension 3693 on or before 30th June 2007. For any concerns about the research project you can contact Prof. Pieter Nel at 8154321 Ext. 7026 or Dr. Andries Du Plessis at 8154321 Ext. 4011.

Confidentiality

Your name and information that may identify you will be kept completely confidential. All information collected from you will be stored on a password protected file. The only access to your information will be given to the researcher, the supervisor and yourself.

Thank you,
Prof. Pieter Nel
Principal Supervisor

This study has been approved by the Unitec Research Ethics Committee – Application No. 2006.663. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretariat (Ph: 09 8154321 Ext. 7254). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome. Additionally, this study has been approved by the ADHB Research Office – Research Project A+3683.

APPENDIX 4



Consent Form for Interviewees

An investigation into staff retention issues in a New Zealand District Health Board

This consent form will help the researcher get information for a research project which intends to investigate the factors leading to employee turnover in overseas staff within the ADHB and to develop recommendations for a retention strategy.

I have had the research project explained to me. I have read and understood the information sheet given to me.

I understand that I don't have to be part of this if I don't want to and I may withdraw at any time on or before 30th June, 2007 by emailing the researcher at wilfridr@adhb.govt.nz or ringing extension 3693.

I understand that everything I say is confidential and none of the information I give will identify me and that the only persons who will know what I have said will be the researchers and his supervisor. I also understand that all the information that I give will be stored securely on a computer at Unitec for a period of 5 years.

I understand that my discussion with the researcher will be taped and transcribed.

I understand that I can see the finished research document.

I am aware that I am free to contact the research supervisors Prof. Pieter Nel at 8154321 Ext. 7026 or Dr. Andries Du Plessis at 8154321 Ext. 4011, if I have any queries about the research project.

I have had time to consider everything and I give my consent to be a part of the research project.

Participant Signature: Date:

Project Researcher: Date:

This study has been approved by the Unitec Research Ethics Committee – Application No. 2006.663. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Committee through the UREC Secretariat (Ph: 09 8154321 Ext. 7254). Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome. Additionally, this study has been approved by the ADHB Research Office – Research Project A+3683.

Table 2 Patterns of Participation by Age

Question		18-30 %	31-40	41-50	51-60 %	Total %	% of Total
Sense of belonging	Disagree	31.3	43.8	18.8	6.3	100	15.1
	Agree	43.9	36.8	12.3	5.3	100	53.8
personal growth	Disagree	21.7	56.5	17.4	4.3	100	21.5
	Agree	34.4	34.4	19.7	9.8	100	57.0
promotion opportunity	Disagree	34.4	28.1	28.1	9.4	100	29.9
	Agree	35.6	44.4	13.3	4.4	100	42.1
job security	Disagree	25.0	33.3	33.3	8.3	100	11.2
	Agree	38.8	38.8	15.0	6.3	100	74.8
wage is reasonable	Disagree	39.5	32.6	20.9	7.0	100	40.2
	Agree	31.4	42.9	17.1	5.7	100	32.7
Employees treated fairly	Disagree	30.8	30.8	23.1	15.4	100	12.1
	Agree	42.6	33.8	17.6	4.4	100	63.6
personal clashes	Disagree	36.8	36.8	20.7	5.7	100	82.9
	Agree	28.6	42.9	00.0	28.6	100	6.7
periodical performance	Disagree	21.1	42.1	36.8	0.0	100	17.8
	Agree	28.6	42.9	19.0	7.9	100	58.9
personal safety	Disagree	38.2	36.8	19.1	5.9	100	63.6
	Agree	39.3	42.9	10.7	3.6	100	26.2
job conflicts resolved	Disagree	18.2	54.5	18.2	9.1	100	10.3
	Agree	39.7	36.8	14.7	7.4	100	63.6
interest in my job	Disagree	25.0	31.3	25.0	18.8	100	15.0
	Agree	41.7	35.4	14.6	6.3	100	44.9
work/life balance	Disagree	16.0	40.0	32.0	12.0	100	23.4
	Agree	50.0	29.3	13.8	5.2	100	54.2
job is challenging	Disagree	44.4	22.2	22.2	5.6	100	16.8
	Agree	32.9	39.7	20.5	6.8	100	68.2
collective agreement	Disagree	40.0	40.0	20.0	00.0	100	4.9
	Agree	24.1	46.6	20.7	6.9	100	56.3
leaving in 12 months	Disagree	38.6	33.3	22.8	5.3	100	55.9
	Agree	25.0	50.0	16.7	8.3	100	23.5
leaving (after 12 months)	Disagree	35.6	37.8	20.0	4.4	100	52.3
	Agree	42.1	31.6	15.8	10.5	100	22.1
Alternative opportunity	Disagree	51.9	22.2	18.5	7.4	100	26.0
	Agree	29.1	45.5	16.4	7.3	100	52.9
identified career path	Disagree	36.4	27.3	27.3	9.1	100	10.4
	Agree	35.5	40.8	17.1	5.3	100	71.7
Recommend ADHB	Disagree	30.8	38.5	30.8	00.0	100	12.1
	Agree	38.7	40.0	14.7	5.3	100	70.1
personal satisfaction	Disagree	36.4	36.4	18.2	9.1	100	10.3
	Agree	40.3	33.3	16.7	8.3	100	67.3
Professional growth	Disagree	27.3	40.9	22.7	4.5	100	20.8
	Agree	31.6	43.9	14.0	10.5	100	53.8
valued as employee	Disagree	11.8	52.9	23.5	11.8	100	15.9
	Agree	41.1	39.3	14.3	3.6	100	52.3
new work environment	Disagree	30.8	30.8	15.4	15.4	100	12.1
	Agree	40.8	34.2	19.7	5.3	100	71.0
overseas experience	Disagree	23.8	47.6	14.3	9.5	100	19.8
	Agree	35.6	33.9	22.0	8.5	100	55.7
culture differences	Disagree	31.7	39.7	22.2	6.3	100	60.0
	Agree	44.4	33.3	5.6	11.1	100	17.1
cultural integration	Disagree	29.4	29.4	35.3	5.95	100	16.5
	Agree	38.1	41.3	14.3	4.8	100	61.2
trust my superiors	Disagree	21.4	42.9	35.7	00.0	100	13.1
	Agree	38.8	37.3	13.4	9.0	100	62.6

Table 3 Patterns of Participation by Gender

Question		Female %	Male %	Total	% of Total
Sense of belonging	Disagree	62.5	37.5	100	15.1
	Agree	75.4	24.6	100	53.8
personal growth	Disagree	62.5	34.8	100	21.5
	Agree	77.0	23.0	100	57.0
promotion opportunities	Disagree	68.8	31.3	100	29.9
	Agree	77.8	22.2	100	42.1
job security	Disagree	75.0	25.0	100	11.2
	Agree	77.5	22.5	100	74.8
wage is reasonable	Disagree	74.4	25.6	100	40.2
	Agree	71.4	28.6	100	32.7
employees treated fairly	Disagree	61.5	38.5	100	12.1
	Agree	75.0	25.0	100	63.6
personal clashes	Disagree	77.0	23.0	100	82.9
	Agree	57.1	42.9	100	6.7
periodically performance	Disagree	68.4	31.6	100	17.8
	Agree	76.2	23.8	100	58.9
personal safety	Disagree	77.9	22.1	100	63.6
	Agree	75.0	25.0	100	26.2
job conflicts resolved	Disagree	63.6	36.4	100	10.3
	Agree	80.9	19.1	100	63.6
interest in my job	Disagree	56.3	43.8	100	15.05
	Agree	81.3	18.8	100	44.9
work/life balance	Disagree	72.0	28.0	100	23.4
	Agree	70.7	23.9	100	54.2
job is challenging	Disagree	88.9	11.1	100	16.8
	Agree	68.5	31.5	100	68.2
collective agreement	Disagree	80.0	20.0	100	4.9
	Agree	62.1	37.9	100	56.3
leaving in 12 months	Disagree	70.2	29.8	100	55.9
	Agree	75.0	25.0	100	23.5
leaving after 12 months	Disagree	66.7	33.3	100	52.3
	Agree	77.8	21.1	100	22.1
alternative opportunities	Disagree	70.4	29.6	100	26.0
	Agree	74.5	25.5	100	52.9
Identified career path	Disagree	72.7	27.3	100	10.4
	Agree	72.4	27.6	100	71.7
recommend the ADHB	Disagree	69.2	30.8	100	12.1
	Agree	74.7	25.3	100	70.1
personal satisfaction	Disagree	54.5	45.5	100	10.3
	Agree	72.2	27.8	100	67.3
professional growth	Disagree	59.1	40.9	100	20.8
	Agree	77.2	22.8	100	53.8
valued as employee	Disagree	58.8	41.2	100	15.9
	Agree	76.8	23.2	100	52.3
new work environment	Disagree	76.9	23.1	100	12.1
	Agree	75.0	25.0	100	71.0
overseas experience	Disagree	76.2	23.8	100	19.8
	Agree	71.2	28.8	100	55.7
culture differences	Disagree	68.3	31.7	100	60.0
	Agree	77.8	22.2	100	17.1
cultural integration	Disagree	82.4	17.6	100	16.5
	Agree	73.0	27.0	100	61.2
trust my superiors	Disagree	64.3	35.7	100	13.1
	Agree	77.6	22.4	100	62.6

Table 4 Patterns of Participation by Tenure of Service

Question		0 - 1 %	1 - 2 %	2 - 3 %	3 - 4 %	4 - 5 %	Total	% of Total
sense of belonging	Disagree	56.3	18.8	12.5	.0	6.3	100	15.1
	Agree	52.6	19.3	14.0	5.3	8.8	100	53.8
personal growth	Disagree	26.1	34.8	17.4	8.7	13.0	100	21.5
	Agree	49.2	23.3	14.8	3.35	9.85	100	57.05
promotion opportunity	Disagree	34.4	28.1	21.9	6.3	9.4	100	29.9
	Agree	42.2	24.4	13.3	4.4	13.3	100	42.1
job security	Disagree	33.3	16.7	33.3	8.3	8.3	100	11.2
	Agree	46.3	25.0	13.8	3.8	11.3	100	74.8
wage is reasonable	Disagree	46.5	18.6	18.6	4.7	9.35	100	40.2
	Agree	37.1	34.3	14.3	5.7	8.6	100	32.7
treated fairly	Disagree	38.5	30.8	15.4	7.7	7.7	100	12.1
	Agree	45.6	20.6	16.2	2.9	13.2	100	63.6
personal clashes	Disagree	42.5	21.8	19.5	3.4	11.5	100	82.9
	Agree	71.4	28.6	.0	.0	.0	100	6.7
periodically performance	Disagree	52.6	31.6	15.8	.0	.0	100	17.8
	Agree	38.1	25.4	15.9	6.3	12.7	100	58.9
personal safety	Disagree	30.9	30.9	19.1	4.4	14.7	100	63.6
	Agree	71.4	10.7	10.7	3.6	3.6	100	26.0
job conflicts	Disagree	54.5	18.2	27.3	.0	.0	100	10.3
	Agree	44.1	26.5	13.2	2.9	11.8	100	63.6
interest in my job	Disagree	37.5	25.0	31.3	.0	6.3	100	15.0
	Agree	43.8	25.0	16.7	6.3	8.3	100	44.9
work/life balance	Disagree	36.0	20.0	16.0	8.0	20.0	100	23.4
	Agree	48.3	24.1	15.5	3.4	6.9	100	54.2
job is challenging	Disagree	38.9	27.8	22.2	5.6	5.6	100	16.8
	Agree	45.2	20.5	16.4	2.7	13.7	100	68.2
collective agreement	Disagree	60.0	.0	20.0	20.0	.0	100	4.9
	Agree	37.9	25.9	13.8	3.4	17.2	100	56.3
leaving in 12 months	Disagree	36.8	21.1	24.6	3.5	12.3	100	55.9
	Agree	54.2	25.0	4.2	.0	16.7	100	23.5
leaving after 12 months	Disagree	42.2	24.4	15.6	4.4	11.1	100	52.3
	Agree	26.3	31.6	26.3	.0	15.8	100	22.1
alternative opportunity	Disagree	37.0	25.9	25.9	.0	11.1	100	26.0
	Agree	43.6	27.3	10.9	5.5	12.7	100	52.9
Identified career path	Disagree	18.2	45.5	27.3	.0	9.1	100	10.4
	Agree	48.7	19.7	15.8	3.9	10.5	100	71.7
recommend the ADHB	Disagree	46.2	30.8	15.4	.0	7.7	100	12.1
	Agree	40.0	24.0	18.7	4.0	8.0	100	70.1
personal satisfaction	Disagree	72.7	9.1	18.2	.0	.0	100	10.3
	Agree	40.3	22.2	18.1	4.2	13.9	100	67.3
professional growth	Disagree	36.4	22.7	18.2	9.1	9.1	100	20.8
	Agree	49.1	22.8	14.0	3.5	10.5	100	53.8
valued as employee	Disagree	35.3	35.3	11.8	5.9	11.8	100	15.9
	Agree	46.4	23.4	17.9	3.6	8.9	100	52.3
new work environment	Disagree	46.2	38.5	7.7	7.7	.0	100	12.1
	Agree	46.1	22.4	19.7	2.6	7.9	100	71
overseas experience	Disagree	57.1	14.3	4.8	14.3	9.5	100	19.8
	Agree	37.3	27.1	23.7	.0	11.9	100	55.7
culture differences	Disagree	38.1	25.4	20.6	3.2	11.1	100	60.0
	Agree	66.7	22.2	5.6	5.6	.0	100	17.1
cultural integration	Disagree	52.9	29.4	11.8	.0	5.9	100	16.5
	Agree	46.0	25.4	17.5	4.8	4.8	100	61.2
trust my superiors	Disagree	42.9	28.6	14.3	7.1	7.1	100	13.1
	Agree	41.8	25.4	17.9	4.5	10.4	100	62.6

Table 5 Patterns of Participation by Employment Contract

Question		Causal %	Fixed Term %	Temporary %	Permanent %	Total	% of Total
sense of belonging	Disagree	.0	.0	6.3	93.8	100	15.1
	Agree	3.5	8.8	.0	87.7	100	53.8
personal growth	Disagree	.0	.0	.0	100	100	21.5
	Agree	3.3	6.6	3.3	86.9	100	57.0
promotion opportunities	Disagree	3.1	3.1	3.1	90.6	100	29.9
	Agree	2.2	2.2	.0	95.6	100	42.1
job security	Disagree	.0	33.3	25.0	41.7	100	11.2
	Agree	2.5	3.8	1.3	92.5	100	74.8
wage is reasonable	Disagree	2.3	4.7	4.7	88.4	100	40.2
	Agree	2.9	2.9	5.7	88.6	100	32.7
treated fairly	Disagree	.0	.0	.0	100	100	12.1
	Agree	2.9	5.9	2.9	88.2	100	63.6
personal clashes	Disagree	1.1	6.9	4.6	87.4	100	82.9
	Agree	28.6	.0	.0	71.4	100	6.7
periodically performance	Disagree	10.5	.0	5.3	84.2	100	17.8
	Agree	.0	11.1	3.2	85.7	100	58.9
personal safety	Disagree	2.9	7.4	5.9	83.8	100	63.6
	Agree	3.6	3.6	3.6	89.3	100	26.2
job conflicts resolved	Disagree	9.1	.0	9.1	88.1	100	10.3
	Agree	.0	10.3	2.9	86.8	100	63.6
interest in my job	Disagree	6.3	.0	12.5	81.3	100	15.0
	Agree	2.1	8.3	2.1	87.5	100	44.9
work/life balance	Disagree	.0	.0	8.0	92.0	100	23.4
	Agree	3.4	6.9	1.7	87.9	100	54.2
job is challenging	Disagree	5.6	16.7	5.6	72.2	100	16.8
	Agree	2.7	2.7	5.5	89.0	100	68.2
collective agreement	Disagree	.0	20.0	.0	80.0	100	4.9
	Agree	1.7	3.4	6.95	87.9	100	56.3
leaving in 12 months	Disagree	1.8	5.3	3.5	89.5	100	55.9
	Agree	.0	8.3	8.3	83.3	100	23.5
leaving after 12 months	Disagree	2.2	6.7	2.2	88.9	100	52.3
	Agree	.0	10.5	5.3	84.2	100	22.1
alternative opportunities	Disagree	3.7	7.4	3.7	85.2	100	26.0
	Agree	3.6	5.5	3.6	87.3	100	52.9
identified career path	Disagree	.0	.0	9.1	90.9	100	10.4
	Agree	2.6	7.9	3.9	85.5	100	71.7
recommend the ADHB	Disagree	.0	7.7	7.7	84.6	100	12.1
	Agree	4.0	8.0	2.7	85.3	100	70.1
personal satisfaction	Disagree	.0	18.2	.0	81.1	100	10.3
	Agree	4.2	5.6	4.2	86.1	100	63.7
professional growth	Disagree	.0	4.5	4.5	90.9	100	20.8
	Agree	1.8	5.3	3.5	89.5	100	53.8
valued as employee	Disagree	.0	.0	5.9	94.1	100	15.9
	Agree	3.6	3.6	1.8	91.1	100	52.3
new work environment	Disagree	0	15.4	.0	84.6	100	12.1
	Agree	2.6	5.3	2.6	89.5	100	71.0
overseas experience	Disagree	.0	14.3	9.5	76.2	100	19.8
	Agree	1.7	1.7	3.4	93.2	100	55.7
culture differences	Disagree	1.6	3.2	3.2	92.1	100	60.0
	Agree	5.6	11.1	5.6	77.8	100	17.1
my cultural integration	Disagree	5.9	5.9	5.9	82.4	100	16.5
	Agree	3.2	4.8	4.8	87.3	100	61.2
trust my superiors	Disagree	.0	.0	7.1	92.9	100	13.1
	Agree	4.5	7.5	4.5	83.6	100	62.6

Table 6 Patterns of Participation by Position Employed

Question		Consultant %	Registrar %	Nurse %	Mid Wife %	Non-Clinical %	Allied Health %	Tech Prof %	SMO %	Other	Total	% of Total
sense of belonging	Disagree	0	0	6.3	6.3	18.8	37.5	18.8	0	6.3	100	15.1
	Agree	0	1.8	15.8	3.5	21.1	8.8	14.4	0	35.1	100	53.8
Personal growth	Disagree	4.3	.0	13.0	.0	26.1	26.1	13.0	.0	13.0	100	21.5
	Agree	1.6	1.6	18.0	6.6	16.4	16.4	14.8	1.6	23.0	100	57.0
promotion opportunity	Disagree	3.1	.0	9.4	6.3	21.9	28.1	15.6	.0	15.6	100	29.9
	Agree	2.2	.0	22.2	4.4	17.8	11.1	11.1	.0	31.1	100	42.1
job security	Disagree	.0	8.3	16.7	8.3	25.0	16.7	8.3	.0	16.7	100	11.2
	Agree	2.5	2.5	16.3	3.8	17.5	16.3	13.85	1.3	25.0	100	74.8
wage is reasonable	Disagree	2.3	.0	11.6	9.3	16.3	23.3	16.3	2.3	18.6	100	40.2
	Agree	2.9	2.9	14.3	2.9	22.9	8.6	14.3	.0	31.4	100	32.7
Treated fairly	Disagree	.0	.0	7.7	.0	7.7	15.4	38.5	7.7	15.4	100	12.1
	Agree	2.9	1.5	16.2	4.4	22.1	13.2	11.8	.0	27.9	100	63.6
Personal clashes	Disagree	2.3	2.3	17.2	5.7	20.7	16.1	13.8	1.1	19.5	100	82.9
	Agree	.0	.0	.0	.0	.0	14.3	28.6	.0	57.1	100	6.7
periodically performance	Disagree	0	0	21.1	5.3	5.3	26.3	15.8	.0	26.3	100	17.8
	Agree	3.2	1.6	14.3	3.2	25.4	17.5	9.5	1.6	23.8	100	58.9
personal safety	Disagree	4.4	4.4	16.2	5.9	22.1	20.6	7.4	1.5	16.2	100	63.6
	Agree	0	0	14.3	3.6	10.7	3.6	25.0	0	42.9	100	26.2
job conflicts	Disagree	0	9.1	27.3	0	9.1	9.1	18.2	9.1	18.2	100	10.3
	Agree	0	1.5	16.2	4.4	22.1	17.6	11.8	0	26.5	100	63.6
interest in my job	Disagree	0	12.5	12.5	0	12.5	12.5	25.0	0	25.0	100	15.0
	Agree	2.1	0	18.8	4.2	25.0	16.7	10.4	0	22.9	100	44.9
work/life balance	Disagree	8.0	4.0	16.0	8.0	16	20	12	4	12	100	23.4
	Agree	1.7	0	13.8	3.4	20.7	13.8	13.8	0	32.8	100	54.2
job is challenging	Disagree	0	0	16.7	5.6	38.9	5.6	5.6	0	22.2	100	16.8
	Agree	4.1	4.1	16.4	5.5	11	16.4	16.4	1.4	24.7	100	68.2
collective agreement	Disagree	0	0	0	0	20	60	0	0	20	100	4.9
	Agree	5.2	3.4	15.5	5.2	13.8	10.3	20.7	0	25.9	100	56.3
leaving in 12 months	Disagree	5.3	1.8	21.1	7	15.8	10.5	15.8	0	22.8	100	55.9
	Agree	0	8.3	16.7	0	29.2	20.8	8.3	4.2	8.3	100	23.5
leaving in 12 months	Disagree	4.4	4.4	17.8	6.7	17.8	11.1	20	0	17.8	100	52.3
	Agree	5.3	0	26.3	10.5	5.3	31.6	5.3	0	15.8	100	22.1
alternative opportunities	Disagree	11.1	3.7	11.1	0	7.4	22.2	7.4	3.7	29.6	100	26
	Agree	0	0	21.8	5.5	20	12.7	16.4	0	23.6	100	52.9
identified career path	Disagree	9.1	9.1	36.4	0	18.2	18.2	0	0	9.1	100	10.4
	Agree	1.3	1.3	13.2	5.3	21.1	17.1	15.8	0	25	100	71.7
recommend the ADHB	Disagree	7.7	7.7	7.7	0	23.1	23.1	15.4	7.7	0	100	12.1
	Agree	0	2.7	18.7	2.7	20	13.3	16	0	26.7	100	70.1
personal satisfaction	Disagree	0	0	0	0	18.2	27.3	9.1	9.1	27.3	100	10.3
	Agree	4.2	4.2	19.4	5.6	16.7	16.7	13.9	0	19.4	100	67.3
professional growth	Disagree	4.5	0	0	0	27.3	22.7	18.2	0	22.7	100	20.8
	Agree	1.8	3.5	22.8	3.5	17.5	14	10.5	1.8	24.6	100	53.8
valued as employee	Disagree	5.9	5.9	0	5.9	11.8	23.5	23.5	5.9	17.6	100	15.9
	Agree	1.8	3.6	17.9	1.8	21.4	12.5	16.5	0	25	100	52.3
new work environment	Disagree	0	0	7.7	0	23.1	30.8	15.4	7.7	7.7	100	12.1
	Agree	0	2.6	18.4	5.3	17.1	14.5	15.8	0	26.3	100	71
overseas experience	Disagree	9.5	4.8	0	9.5	19	19	4.8	4.8	28.6	100	19.8
	Agree	1.7	1.7	20.3	3.4	15.3	20.3	13.6	0	23.7	100	55.7
culture differences	Disagree	1.6	3.2	17.5	3.2	20.6	20.6	14.3	0	19	100	60
	Agree	0	0	5.6	5.6	5.6	16.7	11.1	5.6	44.4	100	17.1
cultural integration	Disagree	0	0	11.8	0	11.8	29.4	11.8	5.9	23.5	100	16.5
	Agree	0	4.8	14.3	3.2	20.6	15.9	17.5	0	23.8	100	61.2
trust my superiors	Disagree	7.1	7.1	7.1	0	14.3	14.3	14.3	7.1	21.4	100	13.1
	Agree	3	3	16.4	4.5	22.4	13.4	11.9	0	25.4	100	62.6