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**FACTORS CAUSING EMPLOYEE TURNOVER IN  
THE PUBLIC SERVICE, SOUTH AFRICA**

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**ABSTRACT**

*Employee turnover is harmful to the running of organisations because it affects efficiency, productivity, profitability, and innovativeness, when it occurs in the workplace. Public service departments in South Africa have been struggling with the issue of holding skilled employees, as they have been moving to better paying corporate organisations in the private sector. When employees depart from an organisation, the remaining employees tend to perform additional work until another employee is recruited. The study aims to identify factors causing employee turnover in the public service, using the KwaZulu-Natal Department of Arts and Culture as a reference point. It provides recommendations on how to reduce employee turnover. This was a quantitative study which adopted a descriptive survey research design. For data collection, a structured questionnaire was used that comprised closed-ended questions. 127 KwaZulu-Natal Department of Arts and Culture (KZNDAC) employees participated in the study. Statistical Package for Social Sciences (SPSS) was used to analyse data. The findings show that the causes of employee turnover at the KZNDAC are a lack of career advancement, lack of promotion, unsatisfactory salary, unsatisfactory working conditions, and work stress. The study concluded with establishing a number of recommendations to the KZNDAC top management, so that*

*appropriate measures can be taken to curb employee turnover at the department and other South African public service departments.*

**Keywords:** compensation, employee turnover, organisation performance, public service

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## 1. INTRODUCTION

Employee turnover in organisations over the course of the last ten years, has received wide consideration among academicians and professionals. Attention has been on comprehending the sources of employee turnover, while a few organisations have tried to comprehend what makes employees leave their place of work. Only a few have invested in solving the problem of employee turnover. Naseema (2015) finds that employee turnover fundamentally emerges when individual employees are unhappy in their workplace, which is not by any means the only reason why an individual abandons one organisation for another. Hence, if an individual employee possesses a unique skill that is in demand, he/she might be enticed away because of higher pay, excellent benefits, and organisations that offer better personal development (Arokiasamy, 2013). Furthermore, Tariq, Ramzan and Riaz (2013) express that public service departments in South Africa have been struggling with the issue of retaining skilled employees, as they have been moving to better paying corporate organisations in the private sector. It is thus vital to identify factors that cause employee turnover and uncover why turnover transpires to make sure that adequate skills are accessible to meet a government department's goals and objectives (Pillay, 2011).

According to Catalyst (2016), about 59 million employees in the United States of America (USA) left their employment in 2015. Obiero (2014) expresses that the medical services segment in the USA would achieve a turnover rate at a level of 29% in the year 2020. The report projects that employee turnover will continue to be an issue in the years ahead. According to the Chartered Institute of Personnel Development (CIPD, 2016) in the United Kingdom (UK), the average turnover rate is approximately 15% every year. However, it is different according to the type of industry (CIPD, 2016). Schlechter, Syce, and Bussin (2016) find that employee turnover is

the biggest challenge faced by numerous organisations worldwide. Thus, South Africa is not alone when it comes to being affected by employee turnover.

According to the Journal of E-Governance (2010) in South Africa, the demand for talented employees has kept on expanding because of a maturing populace and a growing economy. Schlechter, Syce, and Bussin (2016) assert that organisations are compelled to be in competition to entice and retain talented employees in an environment where there is a skills shortage. Crous (2012) mentions that public service departments in South Africa have been struggling with the issue of retaining skilled employees. Mabindisa (2013) argues that a number of employees are leaving the public service in South Africa for better-paying organisations in the private sector. Furthermore, Schlechter, Syce, and Bussin (2016) find that in South Africa, employees who have exceptional skills are in demand and are difficult to source. In the present era, organisations have become very competitive. As a result, quality service is a key factor in gaining a competitive advantage (Satgoor, 2015). Employee turnover is turning into a serious Human Resource (HR) concern in all segments of the economy, since employee turnover influences performance, production, and profits (Pillay, 2011).

The fundamental objective of this research study is to identify factors that cause employee turnover in the public service, using the KwaZulu-Natal Department of Arts and Culture (KZNDAC) as a reference. Furthermore, the study explores which sections in the department are mostly exposed to employee turnover and provides recommendations that can be adopted by the management of the department to reduce high employee turnover.

Based on the objectives, the research was designed to address the following questions:

- What factors cause employee turnover at the KwaZulu-Natal Department of Arts and Culture?
- What sections in the department are mostly exposed by employee turnover within the KwaZulu-Natal Department of Arts and Culture?

The contribution of this study could be of great importance to the management and human resource divisions, offering a clearer understanding of the factors that cause employee turnover at the KZN Department of Arts and Culture; it could also help other public service departments in South Africa curb turnover. The research study's findings will assist in designing proper strategies to reduce employee turnover, because diminished turnover ought to lead to better organisational performance and excellent delivery of service to the public.

## **2. LITERATURE REVIEW**

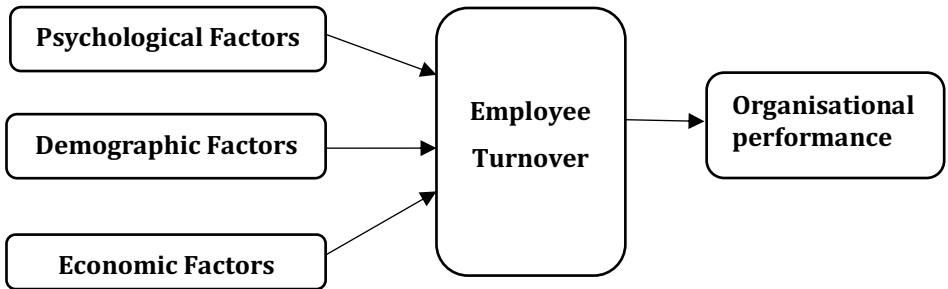
### **2.1 Defining Employee Turnover**

According to Ongori (2007), employee turnover is defined as a ratio of the number of workers in an organisation who have left voluntarily or involuntarily in a particular period, divided by the number of employees who remain in the organisation in a period. Correspondingly, other researchers (Ngcobo, 2014) have defined employee turnover as a decrease in the number of employees in an organisation because of death, retrenchments, resignation, relocation, or even retirement.

The two types of employee turnover that can affect an organisation are voluntary and involuntary turnover. Abdali (2011) is of the view that involuntary turnover occurs when employees are laid off by their employers, which could be a result of the organisation being bankrupt, and where the employees have no say in the termination process. Arokiasamy (2013) asserts that involuntary turnover is initiated by the employer and can also occur through other circumstances, such as death, retrenchment, incapacity or retirement. Voluntary turnover is linked with the irrepressible loss of talent, information, including different assets, which in the long run results in an undesirable effect on the organisation (Alony, 2015).

### **2.2 The Conceptual Framework for the Study**

Employee turnover is observed here as the independent variable and organisational performance as the dependent variable.



**Figure 1: Factors Causing Employee Turnover**

Source: Mote (2014:25)

The first factor impacting employee turnover is the Psychological factor, which comprises job satisfaction, job security, stress and work overload. The second factor is the Demographic factor that comprises age, education, personal reasons, and death, etc. The last factor is the Economic factor, which comprises compensation, extrinsic rewards, and external opportunities. These factors are discussed in detail below.

### **2.3 Factors that Cause Employee Turnover in Organisations**

Turnover is known to be a common phenomenon and takes place in all organisations. A number of studies (Assey, 2009; Melaku, 2014; Ongori, 2007) have illustrated that the causes of employee turnover in organisations cannot be clarified by one factor only but through an incorporation of several factors.

#### **2.3.1 Psychological Factors**

Various psychological elements that result in employees leaving an organisation are emphasised below as a number of researchers have examined this in different studies.

**Job insecurity:** Kwamboka (2015) states that each staff member in an organisation would want to have a feeling of job security, which means that their jobs are safe and that their employment will last for a long time, ensuring a stable income. Kugler and Pica (2008) assert that when employees in an organisation are insecure about their jobs, they tend to exit the organisation early.

**Job Dissatisfaction:** Melaku (2014) indicates that job dissatisfaction happens when an employee's job desires are not met. If employees are not satisfied with the requirements and roles of their job, they will be dissatisfied with the organisation, and they will leave. Mabindisa (2013) adds that when employees are dissatisfied with their job, the result is absenteeism and high turnover.

**Stress and work-overload:** Monte (2012: 1722), suggests that “stressful work results in a psychological strain which causes employees to show behavioural reactions that lead to turnover”. Typically, when employees are stressed, they do not perform to the best of their abilities. Pradana & Salehudin (2013) assert that work overload is known to have an effect on work fatigue, which results in job stress, low performance and productivity, absenteeism and the end, employee turnover.

### **2.3.2 Demographic Factors**

Various demographic elements that result in employees leaving an organisation are emphasised by various researchers.

**Age and education:** According to Blomme, van Rheede and Tromp (2010), employees in organisations experience career stages where they select distinct features of their occupation and workplace in relation to their life. Mote (2014) expresses that some organisations care about an employee's age because it matters greatly for some job roles. For example, tasks carried out by younger employees are not the same as the tasks performed by elderly employees. There also exists an age when an employee is forced to retire. Age is likewise an important variable that impacts the decision to exit the organisation.

**Personal reasons:** Kapa (2015) states that a few researchers have concluded that youthful employees will depart from their jobs because they have many occupational options, while elderly employees may not have the same chances.

**Death:** Mote (2014) elaborates that when an employee working for an organisation loses his or her life, it means there will be a reduction in the number of employees in an organisation. This employee's contract is

terminated automatically, and the position becomes vacant. Death is categorised as involuntary turnover.

### **2.3.3 Economic Factors**

Various economic elements that result in employees leaving an organisation are emphasised in the literature.

**Compensation:** Ogora and Muturi (2015) assert that compensation refers to monetary rewards or any other form of benefit that employees in an organisation receive as their remuneration. They (2015) argue that employees who are satisfied with the salary they receive from an organisation to which they offer their services, are likely to work for that organisation for some time. Employees who are not happy with their remuneration will leave and seek high paying jobs.

**Lack of career advancement:** Curran (2012) is of the opinion that career promotion offers prospects of growth and career advancement of employees in an organisation. Muteswa and Ortlepp (2011) express that lack of career advancement is one of the causes of individuals in an organisation leaving their jobs.

**Promotion:** Employees in organisations ought to be acknowledged and rewarded for a job well done, by being promoted through the ranks. Wallelegn (2013) states that promotion offers prospects of development and professional success.

**Working conditions:** Guyo, Gakure and Mwangi (2011) state that in working environments that are uncomplimentary, employees are unhappy and jump from organisation to organisation searching for a work environment that suits them.

## **2.4 Retention Strategies to Reduce Employee Turnover**

There are some strategies organisations can adopt to reduce employee turnover and improve performance that are discussed next.

**Designing the best compensation package:** When an organisation has an excellent competitive compensation package, it shows a strong commitment, which results in employees being fully committed to the organisation. Atul

(2013) maintains that a competitive compensation package may impact turnover in a positive and negative manner. Wallelegn (2013) supports this, stating that the compensation package will assist in retaining employees regardless of their contribution to the organisation. The compensation packages need to satisfy the employees' needs such as life insurance, retirement savings plan and health insurance (Mote, 2014). The market salary rates should always be up-to-date and open for negotiation to treasured employees.

**Training and development:** According to Bidisha and Mukulesh (2013), when an organisation invests in training and development, it results in the reduction of employee turnover. Training and development are an investment that an organisation makes in an employee, offering him/her new skills and better competencies. Training and development motivate employees to make long-term commitments to their place of work (Mapelu & Jumah, 2013).

**Employee involvement in decision-making:** Hendry (2012) is of the view that when employees participate in decision-making, it results in increased productivity and work fulfilment and strengthens the relationship between employees and employers.

**Internal promotion and transfer of employees:** According to Mokoditso (2011), promotion is viewed as an essential basis for recruitment, because vacancies are filled by current employees through promotion or transfer.

## 2.5 Employee Turnover Within the South African Public Sector

South Africa consists of a three-tier system of government, namely, the national, provincial, and local levels of government, which all have a legislative and executive authority in their domains. Koketso (2011:16) states: "The post-1994 public service faces enormous challenges, about transformation, and regarding the services to be provided to the people of South Africa". South African public service departments have to provide excellent services to the citizens and are under immense pressure to perform well. Schlechter, Syce and Bussin (2016) are of the view that in South Africa, exceptionally skilled employees are in demand and difficult to source. Government departments that fail to beat their rivals in the war for talent,



encounter high employee turnover rates (Muteswa & Ortlepp, 2011). The Department of Public Service and Administration (DPSA) considers national departments liable for running their human resources to meet certain tactical and operative objectives (Pillay, 2011). National departments in South Africa are dissimilar in relation to their employment magnitude. As a result, factors prompting their employee turnover will also be dissimilar (Koketso, 2011).

According to the Public Service Commission (PSC, 2008a), a human resource management framework was introduced within the South African Public service in 1999, where government departments are given the responsibility to develop and implement their HR policies, practices and procedures. PSC (2008a) maintains that the policies that were established were to be guided by the following regulatory framework: Section 195(1)(h)(i) of the Constitution section; Promotion of Administrative Justice Act, 2000; The Labour Relations Act, 1995; White Paper on Human Management in the Public Service; The Public Service Act, 1994; The Public Service Coordinating Bargaining Council Resolutions; The Public Service Regulations, 2001; The Employment Equity Act, 1998; The Senior Management Service Handbook, and the Framework for the Determination and Compensation for Scarce Skills in the Public Service Circular 1 of 2004. Pillay (2011) expresses that regardless of the presence of the regulatory framework, high turnover is still observed in the public service.

### **3. RESEARCH METHODOLOGY**

According to Creswell (2013), research design illustrates in detail the plan of how the research study shall be conducted. This study used a descriptive research design to assist in generating quantitative data in order to decisively determine the factors that cause employee turnover at the KZN Department of Arts and Culture.

The study's target population consisted of all 470 employees at the KwaZulu-Natal Department of Arts and Culture (KZNDAC Annual Report 2015/16). In this study, the population consisted of Level 1-5 (junior employees), Level 6-8 (supervisory employees), Level 9-12 (middle management employees), and Level 13-16 (senior management). The chief

directorates are a sub-division of the organisation in which the employees operate, namely, cultural affairs, corporate governance, administration services, financial management, libraries, information and archives service directorates, and regional offices.

Sampling is the procedure of selecting a smaller and more sensible number of individuals to participate in the research and generalise the outcomes to the entire populace of the research (Hair, 2015). For its sample, the study used employees at the KZN Department of Arts and Culture in Pietermaritzburg, Durban, Ulundi and Ladysmith, who are responsible for the day-to-day running of the organisation. Stratified random sampling was utilised to determine the sample. The employees from level 13-16 (senior management employees) were excluded because they are known to be very busy individuals and access to them would be difficult due to their schedules. A sample of 127 participants was chosen for the research paper, as shown in Table 1.

**Table 1: Sample size of KZN Department of Arts and Culture**

	<b>TOTAL NUMBER OF EMPLOYEES IN THE DIRECTORATES</b>	<b>SAMPLE SIZE (30%) OF PARTICIPANTS SELECTED</b>
Level 1-5 (Junior employees)	109	33
Level 6-8 (Supervisory employees)	133	40
Level 9-12 (Middle Management employees)	179	54
<b>Total</b>	<b>421</b>	<b>127</b>

A structured questionnaire that comprised close-ended questions was utilised to collect data. Pilot testing took place to ensure the appropriateness of the items in the research instrument (questionnaire) to the respondents, with the end goal of improving the reliability and validity of the instrument. Two types of validity were obtained in this study, namely, face and content

validity. Face validity, when an instrument is examined, was assured, as the instrument was evidently measuring employee turnover. Content validity was attained by assessing the face validity of the questionnaire through a series of discussions with the supervisor and experts in human resource management. Based on their response, a small number of questions were re-phrased. The researcher used the test-retest method to establish the reliability of the questionnaire. Descriptive analysis was the main form of analysis, through frequencies and percentages which were utilised.

#### 4. RESULTS AND DISCUSSION

The first objective of the research was to identify the factors which cause employee turnover at the KwaZulu-Natal Department of Arts and Culture. To this end, the demographic information is relevant.

##### 4.1 Section A: Demographic Information

**Table 2: Demographic Information**

Variable	Frequency	Percentages (%)
<b>Gender</b>		
Male	30	33.0
Female	61	67.0
<b>Age</b>		
18-25	10	11.0
26-35	38	41.8
36-45	30	33.0
46-55	12	13.2
56 and above	1	1.1
<b>Occupational position</b>		
Level 1-5	29	31.9
Level 6-8	28	30.8
Level 9-12	34	37.4

Table 2 shows the demographic data of the respondents. Demographic data show that 61 (67%) were females and 30 (33.0%) were males; thus a huge number of respondents were female. This could also mean that the female

respondents were more easily accessible to the researcher or that the KZNDAC has more female employees than males. The majority of 38 (41.8%) participants were in the age range of 26-35 years; 30 (33%) were between 36 and 45; 12 (13.2%) were between 46 and 55; 10 (11%) were between 18 and 25 and only 1 (1.1%) were between 56 and 65. Therefore, it means that the majority of the respondents were aged between 26 and 35, followed by age 36-45. Thus the majority of participants of the study are fairly young and may stay in their positions to gain more experience. The majority of 34 (37.4%) of the participants were level 9-12 or middle management employees; 29 (31.9%) were level 1 to 5, while 28 (30.8%) were level 6 to 8. Since the majority of the respondents are from level 9-12, the implication is that KZNDAC has more employees in level 9-12 than the other levels in the organisation.

## 4.2 Section B: Analysis of data in relation to objectives

Table 3: Causes of Employee Turnover at KZN DAC

CAUSES OF EMPLOYEE TURNOVER	LIKERT SCALE				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I'm satisfied with the salary	28	22	17	22	2
I'm getting in my organisation	30.8%	24.2 %	18.7%	24.2%	2.2%
In my organisation there is no opportunity for career advancement	13	19	21	25	13
	14.3%	20.9%	23.1%	27.5%	14.3%
I'm not satisfied with the working conditions	8	15	22	26	19
	8.8%	16.5%	24.2%	28.6%	20.9%
Work boredom is the cause of employee turnover	12	27	25	19	8
	13.2%	29.7%	27.5%	20.9%	8.8%
My input is not appreciated	13	23	25	32	16
	14.3%	25.3%	27.5%	24.2%	6.6%
My efforts to do a good job are seldom blocked by rules and procedures	19	26	27	11	8
	20.9%	28.6%	27.7%	12.1%	8.8%
The goals of this organisation are not clear to me	14	45	12	14	5
	15.4%	49.5%	13.2%	15.4%	5.5%
Lack of flexible work arrangement	8	16	35	22	9
	8.8%	17.6%	38.5%	24.2%	9.9%
Lack of up-to-date technology to perform my job	11	29	15	21	12
	12.1%	31.9%	16.5%	23.1%	13.2%
Lack of promotion	2	5	20	27	36
	2.2%	5.5%	22.0%	29.7%	39.6%
Work stress causes turnover	3	4	13	35	35
	3.3%	4.4%	14.3%	38.5%	35.5%

Based on the results, the causes of employee turnover at the KZNDAC were identified as unsatisfactory salary, lack of career advancement, lack of

promotion, unsatisfactory working conditions, and work stress. In Table 3, 2 (2.2%) of the respondents strongly agreed that they were satisfied with the salary they received from the organization; 22 (24.2%) agreed; 17 (18.7%) were neutral; 22 (24.2%) disagreed, and 28 (30.8%) strongly disagreed. The study found that the respondents repeatedly mentioned salary as the main reason for choosing to stay with an employer. Therefore, an unsatisfactory salary is one of the causes of employee turnover at the KwaZulu-Natal Department of Arts and Culture. The findings of this study are in contravention with Fitz-Enz's result (2010) that 80% of employees leave their jobs for reasons unrelated to pay; this could mean that even though salary is an important factor, people may be influenced by other factors. Career advancement involves progressing through different positions in an organisation.

13 (14.3%) of the respondents strongly agreed that there is no opportunity for career advancement; 25 (27.5%) agreed; 21 (23.1%) were neutral; 13 (14.3%) disagreed, and 28 (30.8%) strongly disagreed. As a result, the study found a lack of career advancement at the department. The study's finding is consistent with Curran (2012) and Muteswa and Ortlepp (2011), who both found that lack of career advancement is one of the causes that lead individuals in an organisation to exit. Lack of career advancement in organisations leads to high job dissatisfaction, which causes employees to seek other opportunities. It is imperative for an organisation to provide opportunities for career development to keep their employees happy, which will result in a lower turnover rate. 19 (20.9%) of the respondents strongly agreed that they were not satisfied with the working conditions; 26 (28.6%) agreed; 22 (24.2%) were neutral; 15 (16.5%) disagreed, and 8 (8.8%) strongly disagreed. Therefore, the study identified unsatisfactory working conditions as one of the causes of employee turnover at the department. The study's finding is consistent with Irshad and Afridi's (2009) study, which found that employees leave their employment because of the work environment. Inadequate provision of basic amenities such as health care services, furniture, suitable lighting, and proper ventilation can cause employees to begin to seek alternative employment where the physical

conditions are more conducive. Therefore, the department should be aware that better working conditions play a vital role in whether an employee stays or leaves. Nonetheless, a study conducted by Masanja (2008) is in contravention with the above findings: unsatisfactory working environment was not the cause of employee turnover in the public service.

36 (39.6%) of the respondents strongly agreed that lack of promotion causes turnover at the department; 27 (29.7%) of the respondents agreed; 20 (22.0%) were neutral; 5 (5.5%) disagreed, and 2 (2.2%) of the respondents strongly disagreed. The findings reveal that lack of promotion is one of the causes of employee turnover at the department. Ampomah and Cudjor's (2015) study found out that lack of promotion was the reason that employees left the organisation, which is in support of the current study. Thomas (2015) further adds that lack of promotion significantly contributes to an employee's decision to leave an organisation for another. Employees in organisations ought to be acknowledged and rewarded for a job well done, by being promoted through the ranks.

Work stress is regularly utilised in referring to sentiments of weakness, misery, and powerlessness to adapt. 35 (35.5%) of the respondents strongly agreed that work stress is the cause of turnover at the Department; 35 (38.5%) of the respondents agreed; 13 (14.3%) were neutral; 4 (4.4%) disagreed, and 3 (3.3%) of the respondents strongly disagreed. The study's finding is consistent with that of Okubanjo (2014), who found out that work stress is one of the causes that leads to employees leaving an organisation. Stressful work results in a psychological strain that causes employees to show behavioural reactions that lead to turnover. The findings above are contradicted by Hwang, Lee, Park, Chang and Kim (2011), who believe that work stress has a positive effect on both employees and organisations. For example, a moderate amount of stress can play a positive role in encouraging employees to perform better.

**Table 4: Cross Tabulation Between Directorates and Employee Turnover in the Department**

<b>DIRECTORATE - EMPLOYEE TURNOVER IN THE DEPARTMENT CROSS TABULATION</b>				
		<b>EMPLOYEE TURNOVER IN THE DEPARTMENT</b>		<b>TOTAL</b>
		<b>No</b>	<b>Yes</b>	
Directorate	Administration Services	2	28	30
	Financial Management Services	9	15	24
	Libraries, information, and services	2	12	14
	Cultural Affairs	0	12	12
	Infrastructure Management	0	5	5
	Regional Office Management	0	5	5
<b>Total</b>		<b>13</b>	<b>77</b>	<b>90</b>

The second objective of the study was to explore sections in the department that are most vulnerable to employee turnover. Cross tabulation between different directorates and employee turnover in the department was conducted to attain the objective. Based on data analysis and interpretation of the cross tabulation, the major findings are that the Administration service directorate is mostly exposed to employee turnover. The majority of 28 (n=28) respondents indicated “Yes”, there was employee turnover in the department, followed by the Financial Management Services Directorate with 15 (n=15). The Administration service directorate is mostly exposed to employee turnover, which means that a high number of employees leaving the department are from this directorate, which leads to the department performing poorly. Hendry (2012) supports this, stating that the loss of educated workers may be destructive to the organisation since it might meddle with the output of the organisation. The management of the



department has to pay more attention to this directorate and to develop and implement strategies to reduce employee turnover and increase performance.

## **5. CONCLUSION AND RECOMMENDATIONS**

The primary aim of this study was to identify factors that cause employee turnover in the public service, using the KwaZulu-Natal Department of Arts and Culture (KZNDAC) as a reference. Furthermore, the study explored which sections in the department are mostly exposed to employee turnover and provides recommendations that can be adopted by the management of the department to reduce high employee turnover.

Data was collected and analysed. The findings identified unsatisfactory salary, lack of career advancement, lack of promotion, unsatisfactory working conditions, and work stress as the causes of employee turnover at KZNDAC. Empirical literature has supported these factors that cause employee turnover in organisations. A number of studies (Assey, 2009; Melaku, 2014; Ongori, 2007) have illustrated that the causes of employee turnover in organisations cannot be clarified on the basis of one factor only, but through an incorporation of several factors. The factors identified as the cause of employee turnover at the KZN Department of Arts and Culture need to be addressed in a holistic manner. Furthermore, the administration service directorate is most exposed to employee turnover, which means that a high number of employees leaving the department come from this directorate, which leads to the department performing poorly. If employee turnover is not taken seriously, it may cause harm to the image, reputation and delivery of the department and will result in complaints from the public about poor services.

The following recommendations emanate from this study:

- The KwaZulu-Natal Department of Arts and Culture Management (KZNDAC) should provide benefits that will attract the best employees to remain in the organisation in order to improve service delivery. Aligning employee remuneration with employee job

responsibilities will help in motivating employees to improve their performance.

- It is important that the KZNDAC ensures that recruitment is unbiased and that employees who perform well receive recognition and rewards as opposed to being unnoticed when it comes to promotion. This will result in increased employee morale and performance.
- The working conditions of the department need to improve in order to increase efficiency and productivity. A conducive work environment is an environment where there is positive energy, many resources are offered and working experience is enjoyable. The management should consider changing the current office layout to a better one, with an open office layout, and emergency equipment for the safety of employees. Management should foster employees' work-life balance by introducing flexible working schedules.
- KZNDAC Management ought to create opportunities for career advancement in the department. Career advancement offers prospects of growth for employees in the organisation, and assists employees to become more knowledgeable and satisfied with their work.
- The Department should recruit quickly, whether internally or externally, when employee turnover occurs, to fill the gap left by former employees and to reduce work stress of current employees.
- KZNDAC Management needs to ensure that there are good employee relations, which will enhance communication at the highest level and reduce turnover in the rise of disputes or grievances between the employers and employees. Strategies that KZNDAC can implement to prevent turnover could comprise implementing new work shifts, encouraging employees to share their work with each other, encouraging effective communication, introducing morning meetings for discussions, and voluntary retirement.

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