

MANAGING ARTISAN RETENTION

Lariska van Rooyen, BA Hons

Mini-dissertation submitted in partial fulfilment of the requirements for the degree *Magister Artium* in Industrial Psychology at the North-West University,
Vanderbijlpark Campus

Supervisor: Mr D. du Toit

Assistant Supervisor: Mrs E. Botha

Vanderbijlpark

2009



Mary Hoffman
55 May Avenue
ARCON PARK
1939

Tel: 016 428 1577
Cell: 073 147 8764
E-mail: maryhof@absamail.co.za

20 November 2009

To Whom It May Concern

This certifies that the following mini-dissertation has been edited for language accuracy and fluency.

I trust that the corrections made have been applied after due consideration by the author of the document:

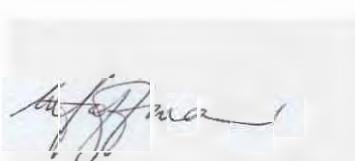
Managing Artisan Retention

Submitted in partial fulfilment of the requirements for the degree *Magister Artium*
in Industrial Psychology
at the North-West University,
Vanderbijlpark Campus

by

Lariska van Rooyen

(Student number: 13091239)

A handwritten signature in black ink, appearing to read "Mary Hoffman".

Mary Hoffman
(SATI Registration: 1001632)

REMARKS

The reader is reminded of the following:

- The research in this mini-dissertation is presented as one research article.
- The references as well as the editorial style comply with the requirements as prescribed by the *Publication Manual (5th edition)* of the American Psychological Association (APA). This practice is in line with the policy of the Programme in Industrial Psychology of the North-West University, Vanderbijlpark Campus, namely to make use of the APA style in all scientific documents as from January 1999.
- The research was funded by the NRF (National Research Foundation). The views and opinions expressed in this article are not necessarily those of the foundation.

ACKNOWLEDGEMENTS

I wish to express my gratitude towards my Creator, who opens up doors to new opportunities and who gives wisdom when needed.

I would also like to thank each and every individual who supported me throughout the completion of this mini-dissertation, most importantly the following:

- My supervisor Mr Danie du Toit and assistant supervisor Ms Elrie Botha for their support, motivation, words of encouragement, insight, guidance and patience. Without their ongoing support and guidance this mini-dissertation would not have been a reality.
- Prof. Ian Rothmann for his guidance and positive attitude when I needed someone to listen to my ideas and for proofreading my work and making recommendations.
- My parents, who have always invested and believed in me and without whose support I could not have been half the person I am today.
- My fiancé for his unwavering support and willingness to do anything for my success, even if it means making endless cups of tea.
- My close friends and family for all their love, support, continuous prayers, understanding and motivation.
- A special word of thanks to all the participants for their interest and willingness to participate in this research.
- I extend my grateful appreciation to Ms Mary Hofmann for the professional manner in which she conducted the language editing.
- Everyone that I have forgotten to mention or who contributed to this mini-dissertation in some way unknown to me.

TABLE OF CONTENTS

Remarks	ii
Acknowledgements	iii
List of Tables	vi
List of Figures	vii
Summary	viii
Opsomming	x

CHAPTER 1: INTRODUCTION AND PROBLEM STATEMENT

1.1	Problem statement	1
1.2	Research objectives	5
1.2.1	General objective	5
1.2.2	Specific objectives	5
1.3	Paradigm perspective	6
1.3.1	Intellectual climate	6
1.3.2	Discipline	6
1.3.3	Meta-theoretical assumptions	7
1.3.4	Market of intellectual resources	8
1.3.4.1	Theoretical beliefs	8
1.3.4.1.A	Conceptual definitions	8
1.3.4.1.B	Theories and models	9
1.4	Research method	11
1.4.1	Literature review	11
1.4.2	Empirical study	11
1.4.2.1	Research design	11
1.4.2.2	Data collection	12
1.4.2.3	Study participants	12
1.4.2.4	Measuring instruments	13
1.4.2.5	Data analysis	14
1.4.2.5.1	Quantitative data analysis	14
1.4.2.5.2	Qualitative data analysis	14
1.5	Research procedure	15
1.6	Ethical considerations	15

TABLE OF CONTENTS (continued)

1.7	Chapter division	16
1.8	Chapter summary	16
	References	17

CHAPTER 2: RESEARCH ARTICLE	20
------------------------------------	-----------

CHAPTER 3: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

3.1	Conclusions	72
3.2	Limitations of the research	74
3.3	Recommendations	75
3.3.1	Recommendations for the organisation	75
3.3.2	Recommendations for further research	76
	Appendix A: Letter to request participation	77
	Appendix B: Interview questions	79

LIST OF TABLES

Table	Description	Page
CHAPTER 2		
Table 1	Important Factors for Employee Retention	27
Table 2	Employment and Organisational Retention Factors	27
Table 3	Maslow's Hierarchy of Needs	29
Table 4	Characteristics of the Participants	33
Table 5	Summary of Artisan Retention Factors	44
Table 6	Retention Factors that are being used by the Organisation	45
Table 7	Turnover Intention Scores	47
Table 8	Participants with Low Intention to Leave	48
Table 9	Participants with High Intention to Leave	49

LIST OF FIGURES

Figure	Description	Page
CHAPTER 1		
Figure 1	Artisan turnover and retention model	10
CHAPTER 2		
Figure 1	Important factors for artisan retention	36
Figure 2	Summary of discussion	57

SUMMARY

Title: Managing artisan retention.

Key terms: Artisan, employee turnover, retention, skill shortage, turnover intention and work wellness.

The retention of artisans is becoming an increasingly important challenge faced by many organisations. The decision to intensify artisan retention strategies arises from the fact that there is currently a shortage of artisans in the country. This situation is aggravated by the fact that many of our country's current supply of artisans are being lured away to Canada and Australia by the highly competitive packages offered them.

For effective retention of their artisans, organisations must be aware of the factors that artisans perceive as being important in the decision to remain with an organisation. The main research objective was, therefore, to establish the factors that are important for artisan retention. It was also decided to measure the level of intention to leave among a sample of artisans, as there were no results available from previous research.

The research was explorative in nature and a mixed-methods design was used to achieve the objectives. The participants were selected by means of a judgement sample to consist only of participants who hold a formal qualification as an artisan, as prescribed by Sector Education and Training Authority (SETA) standards. Employees were requested to take part voluntarily in the research and a total population of 14 employees responded ($N = 14$). A semi-structured interview was used as means of collecting the qualitative data, while the quantitative data were collected by means of questionnaires.

The results indicated that remuneration had the highest rank of all the factors for the retention of artisans, closely followed by development opportunity in second place. Other factors that were also perceived as important for artisan retention by the participants included equality (ranked third), recognition (ranked fourth), management and the working environment (ranked fifth), working relationships (ranked sixth), while change management, job security, belongingness, the merit system, job satisfaction and employee wellness were all ranked jointly in seventh place.

With regard to Turnover Intention, the results indicated a mean score of 2,38 out of 5,00; it can thus be concluded that the sample reported an average level of turnover intention. The spread of the scores was quite large, indicating that some artisans had a strong intention to continue working at the organisation, while others were likely to consider other offers.

By way of conclusion, recommendations were made both for the organisation and for future research.

OPSOMMING

Titel:	Die bestuur van die behoud van ambagsmanne.
Sleutel terme:	Ambagsman, werknemer omset, behoud, vaardigheidstekort, intensie om te bedank en werkswelstand.

Die behoud van ambagsmanne is 'n toenemende belangrike uitdaging waarmee baie organisasies worstel. Die besluit om retensie strategie meer aggressief in te stel spruit voort uit die probleem dat daar tans 'n tekort aan ambagsmanne in die land is. Die situasie word vererger deur die feit dat baie van ons land se ambagsmanne weggelok word na Kanada en Australië deur die uiters kompeterende pakkette wat hulle aangebied word.

Ten einde om hulle ambagsmanne effektief te behou moet organisasies bewus wees van die behoeftes van hulle ambagsmanne en die faktore wat deur hulle as belangrik geag word om by die organisasie te bly. Die primêre doelwit van hierdie navorsing was om vas te stel watter faktore belangrik is vir die behoud van ambagsmanne. Siende dat daar 'n gebrek aan navorsing is aangaande ambagsmanne se intensie om te bedank, is daar ook spesifiek ondersoek ingestel na die vlak van intensie om te bedank van 'n groep ambagsmanne.

Die studie was ondersoekend van aard en 'n gemengde metode navorsingsontwerp is gebruik om die navorsingsdoelwitte te bereik. Werknemers is deur middel van 'n oordeelsteekproef geselekteer, waarna hulle versoek is om vrywillig aan die studie deel te neem. 'n Populasie van 14 werknemers het op die versoek reageer ($N = 14$). Semi-gestruktueerde onderhoude is gebruik as kwalitatiewe data-insamelingsmetode, terwyl vraelyste gebruik is as kwantitatiewe data-insamelingsmetode.

Die resultate het getoon dat vergoeding die belangrikste veranderlike is as dit kom by die behoud van ambagsmanne en dat die tweede belangrikste veranderlike ontwikkelingsmoontlikhede is. Ander faktore wat ook deur die deelnemers as belangrik beskou word vir die behoud van ambagsmanne sluit in gelykheid (derde), erkenning (vierde), bestuur en die werksomgewing (vyfde), werksverhoudinge (sesde), en die bestuur van veranderinge, werksecuriteit, 'n gevoel dat hulle by die organisasie inskakel, die meriete sisteem, werkstevredenheid en werkswelstand was gesamentlik in sewende plek.

Met betrekking tot die intensie om te bedank het die resultate getoon dat die steekproef 'n gemiddelde vlak van 2,38 op 'n vyf punt skaal rapporteer. Die verspreiding van die ambagsmanne se tellings was redelik wyd verspreid en daarom kan die afleiding gemaak word dat alhoewel van die ambagsmanne 'n sterk intensie het om aan te bly by die organisasie, is daar ander wat aktief opsoek is na 'n beter aanbod.

Ter afsluiting is aanbevelings vir die organisasie en toekomstige navorsing aan die hand gedoen.

CHAPTER 1

INTRODUCTION

This mini-dissertation focuses on the factors that are important for artisan retention. Chapter 1 contains the problem statement, which is the reason for the current research, as well as the research objectives, in which the general objective and specific objectives are provided. Chapter 2 will consist of the research article and Chapter 3 will give conclusions, limitations and recommendations.

1.1 PROBLEM STATEMENT

The fast pace of today's business world places more and more demands on organisations. At the same time, organisations must remain effective with regard both to time and cost, and therefore they cannot waste any time on adverse situations that could have been prevented. One such preventable situation is artisan turnover. According to the Centre for Development and Enterprise (CDE) (2007), an artisan can be seen as any employee who works in the occupation of millwright, electrician, plumber, boilermaker, mechanic, fitter and turner, pattern maker or injection moulder. Grobler, Wärnich, Carrell, Elbert, and Hatfield (2006) state that employee turnover can be seen as the movement of employees out of the organisation. It is important to note that there are two types of employee turnover: the unpreventable and the preventable. The unpreventable refers to employee turnover that is beyond the control of both the organisation and the employee, for example, retirement or death. The preventable, on the other hand, refers to employee turnover over which both the organisation and the employee have control, for example, turnover related to resignations (Mengel, 2001). Preventable artisan turnover has been a cause for serious concern in organisations for some time now, but few organisations have actually made an active effort to investigate why artisans are leaving. More importantly, organisations are failing to recognise that artisans are leaving because not enough attention is given to retaining them by satisfying their needs.

Artisan retention is particularly important because the country is facing a critical shortage of artisans. Although there is a lack of literature regarding the exact figures, the CDE (2007) states that this shortage can be seen in the fact that in 1975 an estimated 33 000 apprentices were registered in South Africa, but that by the end of the year 2000 there were only 3000. According

to the CDE (2007), this figure can be attributed largely to the abolishment of the apprenticeship system, which in essence put a halt on training an entire generation of potential artisans. Even more alarming is the fact that the average age of artisans is 54 years (CDE, 2007). This means that 70 percent of the artisans currently employed will exit the labour force within the next five to six years (CDE, 2007), and with an entire generation of artisans missing from the labour force, organisations will have to consider implementing better retention strategies to keep the young artisans that they currently have.

In addition to the above reasons for the shortage, Kleynhans (2007) states that many artisans are being recruited so intensively by Canada and Australia that local organisations have tried to counter this by offering more competitive salaries and retention bonuses. Kleynhans (2007) states, furthermore, that some companies are actually paying fitters and millwrights salaries of up to R30 000 a month just to retain them. These skills are rapidly becoming so scarce that organisations will do anything and pay anything to keep them.

Although recruitment by international companies is a concern, the South African Institute of Race Relations (SAIRR) stated in 2007 that it is anticipated that local organisations will also recruit more aggressively from each other. Cappelli (2000) confirms this by stating that open competition for other companies' key staff, once a rarity in business, is nowadays an accepted fact and that strategic recruitment of key employees has become common practice. The occurrence of aggressive local recruitment has been fuelled by higher rates of economic growth and government's massive infrastructure spending drive ahead of the 2010 Soccer World Cup. In addition, companies such as Eskom, Transnet and the Airports Company of South Africa are also planning major infrastructural projects (SAIRR, 2007). If one looks at the scale of these projects, it becomes clear that it is essential for local organisations to explore alternative retention strategies to keep their artisans. For example, Eskom is planning capital expenditure expansions of R150 billion up until 2011, and Transnet is expected to spend nearly R80 billion on infrastructure between 2008 and 2012; thus one can imagine how many artisans will be needed for such large projects (SAIRR, 2007).

Even though some local organisations have been trying to retain their artisans by offering more competitive salaries or sign-on and retention bonuses, these strategies are often in vain. According to de Lange (2007), last year some organisations began to offer artisans a sign-on bonus of R30 000 on condition that they stayed with the organisation for at least two years. De

Lange (2007) states that some organisations have even implemented an allowance strategy, which means that they actually pay artisans a 33 percent allowance on top of their salaries just to retain them. If incentives such as these are not enough to retain artisans, the question arises: what do they actually want? According to Solidarity (Memorandum to the Chamber of Mines, 2007), artisans have been treated as the step-child of the labour market for far too long. Many managers refer to artisans as "blue collar or semi-skilled workers", as if they are always dirty, semi-literate and unable to express themselves intelligently. In addition, organisations shun artisans when it comes to recognising their efforts through profit-sharing schemes. Kleynhans (2007) argues, furthermore, that should organisations want to make an active effort to retain their artisans, they will have to consider improving their human resource practices by reviewing the opportunities that are available to artisans. Opportunities regarding career paths, promotions and scope for training and development should be critically investigated. It seems that artisans want opportunities to develop as people, not only to be better workers (Kleynhans, 2007).

If money no longer serves as motivation for artisans and they want opportunities to develop as people, then it seems logical to look at the problem from a motivational perspective. More specifically, using the theory of Maslow's hierarchy of needs could be one way of approaching the situation. Maslow's theory is based on the idea that basic physiological and safety needs must be met first before individuals can go on to fulfil social needs, needs for esteem and needs for self-actualisation (Giles, 1991). Since artisans express a desire to develop as people, one may conclude that they have already satisfied their basic physiological and safety needs, which explains why these needs no longer have motivational potential. Arnott and Russo (2001) agree with this statement, adding that employees used to work for the money, but that now they work for challenge, fulfilment and meaning. For organisations hoping to retain their artisans, the implications of Maslow's theory are that they will have to look at satisfying the emerging or unmet higher order needs of these artisans.

Higher order needs in Maslow's hierarchy might include wellness. Wellness, according to Smith, Cho Tang and Nutbeam (2006), can be defined as the optimal state of health of individuals and groups. Therefore, in the quest for wellness the individual is seeking to optimise his state of health and, in actual fact, is realising his health potential, which means that according to Maslow's hierarchy of needs the individual is operating on the fifth level, which is self-actualisation. In addition, Snyder and Lopez (2002) state that wellness in the workplace comprises the following dimensions: occupational, intellectual, emotional and physical fitness

and nutrition. Should organisations want to retain artisans by implementing wellness, they need to investigate the needs of their artisans in order to establish which dimension of wellness will allow each specific artisan to lead a more successful and balanced existence. This fact is reinforced by Levin, Mor Barak, and Nissly (2001), who state that in order for employees to be effectively retained, employers must know what factors motivate their employees to stay and what factors cause them to leave.

As noted earlier, organisations will have to make an active effort to find out exactly what it is that artisans want in order for them to be retained. However, the following question arises: how does an organisation establish what artisans want? According to Kaye and Jordan-Evans (2002), organisations just have to ask employees what they want, but managers are often reluctant to ask employees this question because they fear that the organisation might not be able to satisfy the employees' needs and therefore completely ignore the issue. Although this might be a real concern for managers, Kaye and Jordan-Evans (2002) also state that asking employees what they want is a very important part of communication between the organisation and the employee, because it has positive side effects. The employee who is asked what he wants will feel cared for, valued and important, and this will often lead to stronger loyalty and commitment to the organisation. Thus, the mere fact of asking the employee what he wants is in itself a retention strategy.

Considering the above-mentioned facts, there is a need for research on the topic of artisan retention. The research will give artisans a voice and enhance the understanding of the factors that should be present in order for an organisation to retain artisans. In addition, the research will contribute to the positive psychology movement in that it will look into the retention factors that promote the optimal functioning and wellness of artisans.

There is currently a lack of research regarding the levels of turnover intention of artisans and therefore this research will also aim to establish the levels of turnover intention of artisans. This will be done to shed light on the current level of intended turnover amongst artisans, because, according to Griffeth and Hom (2001), the single best predictor of turnover is found in an employee's intention to quit the job. Knowing the level of intended turnover will allow an organisation to decide how aggressive its retention efforts should be.

Based on the problem statement, the following research questions can be formulated:

- ❖ What are the most important factors for the retention of artisans?
- ❖ How many of these factors are currently being used by the organisation for retention?
- ❖ What is the current level of intention to leave among artisans?
- ❖ What biographical characteristics might play a role in artisans' intention to leave?
- ❖ What steps can organisations take regarding artisan retention?

1.2 RESEARCH OBJECTIVES

The research objectives include general and specific objectives:

1.2.1 General objective

The general research objective is to establish the factors that are important for artisan retention.

1.2.2 Specific objectives

The specific objectives are:

- ❖ To conceptualise retention, employee turnover and intention to leave by means of a literature review.
- ❖ To establish the factors that are important for artisan retention.
- ❖ To establish how many of the factors are currently being used by the organisation for retention.
- ❖ To measure the intention to leave among artisans in a sample of artisans.
- ❖ To establish the biographical characteristics that might play a role in artisans' intention to leave.
- ❖ To make recommendations concerning the steps that organisations can take regarding artisan retention.
- ❖ To make recommendations for future research regarding the retention of artisans.

1.3 PARADIGM PERSPECTIVE

According to Mouton and Marais (1992), paradigm perspective refers to the intellectual climate and the market of intellectual resources that will guide the specific research. The following descriptions will be applicable in this study:

1.3.1 Intellectual climate

The intellectual climate refers to the variety of non-epistemological convictions that are endorsed by a discipline in a specific period. They are convictions, values and assumptions that are not directly connected to the epistemological aims of the specific research practice (Mouton & Marais, 1992). These convictions are often not directly testable or are not meant to be testable. In order to determine the intellectual climate of the research, the disciplinary relevance and meta-theoretical assumptions are discussed.

1.3.2 Discipline

This research falls within the boundaries of the behavioural sciences and, more specifically, Industrial Psychology. According to Muchinsky, Kriek and Schreuder (2002), Industrial Psychology refers to the scientific study of people within their work environment by making use of the methods, facts and principles of the science of psychology.

The sub-disciplines of Industrial Psychology on which this research focuses are Organisational Psychology, Personnel Psychology, Human Resource Management and Psychometrics.

According to Aamodt (2004), Organisational Psychology encompasses a profession which concerns itself with leadership, job satisfaction, employee motivation, organisational communication, conflict management, organisational change, and group processes within an organisation. Aamodt (2004) goes on to state that the role of an organisational psychologist often involves conducting surveys to evaluate issues like attitudes that could provide information pertinent to the organisation, and making recommendations where necessary.

According to Cascio (1998), Personnel Psychology refers to the applied discipline that focuses on individual differences in behaviour and job performance and on methods of measuring and predicting such performance, while Human Resource Management refers to the attraction, selection, retention, development and utilisation of human resources in order to achieve both individual and organisational objectives.

Psychometrics refers to the field of study concerned with psychological measurement, which includes the measurement of knowledge, abilities, attitudes, and personality traits in order to obtain information about a person (Foxcroft & Roodt, 2005).

1.3.3 Meta-theoretical assumptions

The literature review and the empirical study will both be conducted within the paradigm of positive psychology. According to Gable and Haidt (2005), positive psychology is the study of the conditions and processes that contribute to optimal functioning of people, groups, and institutions. In addition, Seligman and Csikszentmihalyi (2000) state that the aim of positive psychology is to study, identify and amplify the strengths and capacities that individuals need in order to thrive.

According to Seligman and Csikszentmihalyi (2000), psychologists and researchers these days are concerning themselves with studying human strengths and happiness rather than pathologies. Pittman (2003) also states that individuals are beginning to realise that the removal of problems does not in itself automatically result in vibrant, connected or holistically healthy individuals. In addition, Pittman (2003) maintains that this realisation is leading researchers towards positive psychology and the active questioning of deficit-based theories.

Furthermore, Faller (2001) states that positive psychology inspires the average person with a renewed interest in finding out what works, what is right, and what is improving. It attempts to resume psychology's forgotten missions of improving the lives of "normal" and "gifted" people. In addition, Faller (2001) argues that it is not enough to help those who suffer, because the majority of "normal" people also need assistance in reaching a richer and more fulfilling existence.

1.3.4 Market of intellectual resources

The market of intellectual resources refers to the assumptions with epistemological status as scientific hypotheses, in other words, with their status as knowledge-claims (Mouton & Marais, 1992). It is divided into theoretical and methodological beliefs.

1.3.4.1 Theoretical beliefs

Theoretical beliefs can be described as all beliefs that yield testable results regarding social phenomena (Mouton & Marais, 1992). The following theoretical hypotheses serve as a starting point for this research and are divided into conceptual definitions and theories and models.

1.3.4.1.A Conceptual definitions

The relevant conceptual definitions are given below:

Artisan can be defined as any employee who works in the occupation of millwright, electrician, plumber, boilermaker, mechanic, fitter and turner, pattern maker or injection moulder (CDE, 2007).

Turnover refers to the movement of employees out of the organisation (Grobler et al., 2006). Turnover contains two subtypes: the unpreventable and the preventable. The unpreventable refers to turnover that is beyond the control of both the organisation and the employee, for example, retirement or death. The preventable, on the other hand, refers to turnover that both the organisation and the employee have control over, for example, turnover related to resignations (Mengel, 2001).

Retention refers to the efforts of an organisation to keep in employment those employees of whom the organisation has a positive evaluation and who would normally only leave the organisation through voluntary resignation (Mengel, 2001).

Skill shortage can be defined as the situation that exists when the demand for labour in a specific occupation exceeds the supply (Cohen & Zaidi, 2002).

Turnover intention refers to the employee's inclination to leave his current job and organisation (Sjöberg & Sverke, 2000). Turnover intention can be seen as a predictor of turnover (Griffeth & Hom, 2001).

Wellness can be seen as the optimal state of health of individuals and groups (Smith et al., 2006). Smith et al. (2006) state that there are two focal concerns in wellness: the realisation of the fullest potential of an individual physically, psychologically, socially, spiritually and economically, and the fulfilment of one's role expectations in the family, community, place of worship, workplace and other settings.

1.3.4.1.B Theories and Models

According to Ferrante (2000), a theory can be defined as a 'framework that can be used to comprehend and explain events. The theory that will be used to guide this research is the motivational theory of Maslow (1970).

Maslow's motivational theory is better known as the hierarchy of needs, because, according to Maslow, every human being has a hierarchy of five needs. These needs are physiological needs, the need for safety, social needs, and needs for esteem and for self-actualisation. Physiological needs include needs such as hunger, thirst, shelter and other bodily needs. Safety needs include security and protection from physical and emotional harm. Social needs include affection, belongingness, acceptance and friendship. Esteem needs have to do with internal esteem factors such as self-respect, autonomy and achievement and also external esteem factors such as status, recognition and attention. Self-actualisation refers to the drive to become what one is capable of becoming. Self-actualisation needs include growth, achieving one's potential and self-fulfilment (Robbins, 2001). As each of the lower order needs becomes substantially satisfied, the next need becomes dominant, which means that the individual moves from the bottom of hierarchy upwards until he has a need for self-actualisation (Robbins, 2001). Maslow (1970) states that if you want utilise the hierarchy of needs to motivate a person, you need to understand at what level of the hierarchy the person currently functions, and focus on satisfying those needs.

According to Mouton and Marais (1992), a model is aimed at the simplified expression of relationships between main components of a process. The researcher has developed a model (Figure 1) based on the motivational model of Maslow, showing the outcomes that result when the specific theory is applied to artisan retention and turnover.

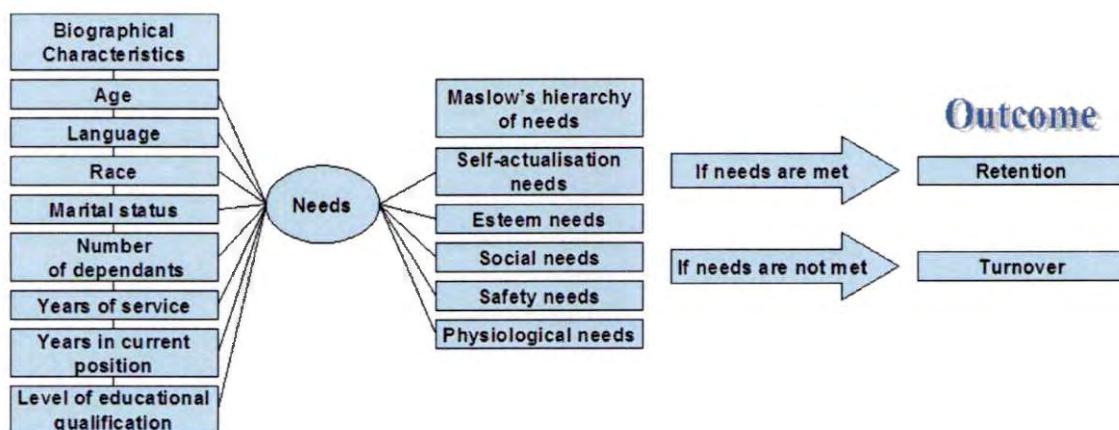


Figure 1

Artisan turnover and retention model (*Adapted from the hierarchy of needs model of Maslow, 1970*).

Figure 1 illustrates that artisans have different biographical characteristics, such as age, language, race, marital status, number of dependants, years of service, years in current position and level of qualification, which are all expected to exert an influence on the different needs that an employee might have. These individual needs are then allocated to the relevant levels of Maslow's hierarchy in order for organisations to establish where the employee is currently functioning on the hierarchy. For example, an employee who is single and living at home with his parents is likely to have needs that are different from those of an employee who is married and is expecting his first child. In addition, Figure 1 also illustrates that, should the organisation successfully establish where the employee currently finds himself on Maslow's hierarchy and attempt to satisfy the needs of the employee at that specific level, the expected outcome will be retention. On the other hand, if the employee's needs are not satisfied at his current level, the expected outcome would be that the employee will leave the organisation, which will result in turnover.

1.4 RESEARCH METHOD

The research method consists of a literature review and an empirical study. The results will be presented in the form of a research article.

1.4.1 Literature review

The literature review will focus on gathering information on the concepts of artisan, retention, skill shortage, turnover, turnover intention and work wellness.

1.4.2 Empirical study

The empirical study will consist of the research design, data collection, study participants, measuring instruments and the data analysis.

1.4.2.1 Research design

The research will be explorative in nature and will consist of both qualitative and quantitative data and therefore a mixed-methods design called Triangulation will be used. According to Morse (1991), the purpose of this design is to obtain different but complementary data on the same topic. The triangulation design was chosen in order to allow the researcher to bring together the strengths of both forms of research (qualitative and quantitative), which will allow the researcher to answer the research questions more comprehensively. Although there are many different variants of the triangulation design, the one that will be used for this study is the convergence model. Creswell and Clark (2007) state that this model allows the researcher to collect and analyse quantitative and qualitative data on the same phenomenon and to converge the data in the interpretation phase. In addition to allowing the researcher to converge the data, this model will also allow the researcher to collect the data concurrently (Creswell & Clark, 2007), meaning that both the qualitative and quantitative data will be collected from the same participant at the same time and that the data will be collected from a specific participant only once.

1.4.2.2 Data collection

In order to gather the necessary quantitative data, the researcher will make use of a survey design. The survey technique of data collection gathers information from the target population primarily by means of questionnaires (Burns & Grove, 1993). This specific design was chosen because, according to Spector (2000), this design is best used when a group of people is observed at one point of time and over a short period, such as, for example, a day or a few weeks.

During the quantitative data collection, the participants will be asked to complete two questionnaires. One will be the Turnover Intention scale (TI) (Sjöberg & Sverke, 2000), and the other will be a self-constructed biographical questionnaire.

In addition, the researcher will collect the qualitative data by making use of interviews. Interviews were chosen as a data collection method for the qualitative phase owing to the fact that an interview is an unstructured method which will thus allow the participants to express their views broadly and to expand freely on aspects of their own experiences (Fontana & Frey, 1994). Possible interview questions (guided by the literature study, problem statement and research objectives) will be constructed beforehand and therefore the interviews will be semi-structured. The interviews will be transcribed verbatim.

1.4.2.3 Study participants

For the purpose of this research, a judgement sample of employees working in the same department of a chemical organisation will be used. As the organisation where the research will be conducted requested that its anonymity be protected, no further description of the organisation will be given.

Judgement sampling is a form of purposive sampling which is commonly used in exploratory research (Cooper & Schindler, 1998), where the researcher selects sample members to conform to some or other criterion, in this case, *artisan* as defined in the problem statement. The definitions of artisan in some organisations are broader than the definition used in the problem statement. Therefore the definition of artisan (as stated in the problem statement) will

be used only to identify preliminary study participants. When the actual study is conducted, all those employees recognised as being artisans and who hold formal qualifications according to Sector Education and Training Authority (SETA) standards will be included.

Owing to the fact that both the quantitative and qualitative data will be collected concurrently, the same participants will be used for both data collection methods. Data will be collected from participants until the qualitative data are saturated.

1.4.2.4 Measuring instruments

The following measuring instruments will be used in this study:

- ❖ Self-constructed biographical questionnaire. This questionnaire will aim to establish the biographical characteristics of the participants, such as age, gender, language, race, marital status, number of dependants, years of service and level of educational qualification, while still allowing for the participants to remain anonymous.
- ❖ Turnover intention (TI). This scale, consisting of three items, was developed by Sjöberg and Sverke (2000) and measures the strength of the respondent's intentions to leave the present position. The response alternatives ranged from 1 (disagree) to 5 (agree), and a high score reflects a strong intention to leave the job. Sjöberg and Sverke (2000) obtained a Cronbach Alpha coefficient of 0,83 for this scale. This coefficient is notably high and therefore this measure can be seen as reliable and valid. In addition, Maré (2007) obtained a Cronbach Alpha of 0,76 and Lane (2007) a Cronbach Alpha of 0,78 and therefore this scale can also be seen as reliable and valid in the South African context.
- ❖ The interviews will be semi-structured and possible interview questions (guided by the literature study, problem statement and research objectives) will be constructed beforehand.

1.4.2.5 Data analysis

The data analysis will consist of both quantitative and qualitative measures and therefore, for the purpose of this research, the data analysis will be discussed in terms of the two data collection methods.

1.4.2.5.1 Quantitative data analysis

The quantitative data will be analysed by means of tabulation. According to Struwig and Stead (2001), tabulation can be seen as the act of organising and summarising the findings in tabular form. After tabulation has occurred, descriptive statistics (e.g., mean, median, mode, range, standard deviation and percentage) will be used for further analysis of the data (Clark & Watson, 1995).

1.4.2.5.2 Qualitative data analysis

The qualitative data will be analysed by means of coding. According to Creswell and Clark (2007), coding is the process of grouping evidence and labelling ideas so that they reflect increasingly broader perspectives.

In order to ensure reliability of the qualitative data, use will be made of intercoder agreement. Intercoder agreement is a procedure where several individuals code a transcript and then compare their work to determine whether they have arrived at the same codes and themes (Miles & Huberman, 1994). In order to optimise the validity of the qualitative data, peer validation will be used. Creswell (1998) states that this is a method of validation where the researcher allows for the data to be reviewed by peers (for example, graduate students or faculty) who are familiar with qualitative research as well as with the content area of the specific research.

After intercoder agreement has been reached and peer validation has occurred, the qualitative coded data will be transformed into quantitative data to enable comparison and analysis of both the qualitative and quantitative data as a whole.

1.5 RESEARCH PROCEDURE

The research procedure can be divided into the following steps:

- Step 1: A thorough literature study will be conducted to reach a clear understanding of all concepts related to the study.
- Step 2: The sample for the study will be identified.
- Step 3: The measuring battery will be compiled.
- Step 4: Permission will be requested from the management of the specific organisation in order to make use of its members during this research.
- Step 5: The research group will be introduced to the researcher, informed of the purpose, method, procedure and ethical aspects of the study and their consent for participation will be obtained.
- Step 6: Appointments for the completion of the questionnaires and the interviews will be made with particular members of the organisation, and rapport will be established.
- Step 7: During the appointment (which will occur in a classroom setting), the interview will be conducted and then the participant will be asked to complete the two questionnaires. The interviews will be semi-structured because possible interview questions (guided by the literature study, problem statement and research objectives) will be constructed beforehand. The interviews will also be transcribed verbatim.
- Step 8: The data obtained from the questionnaires and interviews will be coded and analysed and then statistically interpreted. The findings will be presented in the form of a research article. Conclusions will be drawn and recommendations made with regard to artisan retention and future research.

1.6 ETHICAL CONSIDERATIONS

It is important to note that participation in the research will be completely voluntary and that no direct or subtle coercion will occur in the recruitment process. Participants will not receive any benefits or compensation for taking part in the study, and feedback on the results will be given only to individuals who request it. The most important ethical issue to be addressed during this study is confidentiality, and each participant will be afforded the opportunity to remain anonymous during the interview process as well as when completing the questionnaires.

1.7 CHAPTER DIVISION

The chapters of this mini-dissertation are presented as follows:

Chapter 1: Introduction

Chapter 2: Research article

Chapter 3: Conclusions, limitations and recommendations

1.8 CHAPTER SUMMARY

In this chapter, the reason for the current research was discussed and research questions were formulated, which in turn became the objectives of the study. The main paradigm and its assumptions, from which this research will be conducted, were described, as well as the discipline and sub-disciplines for which this research is intended. The various theories and models which are relevant to this research were also explored. The research method was explained, including the design the researcher plans to use, the selection of participants, the measuring battery and the data analysis techniques that will be used to answer the research questions. An outline of the chapter division was also given.

The research article will appear in the following chapter. This will include an in-depth literature review, followed by the results obtained from the research, which will then be discussed.

REFERENCES

- Aamodt, M. G. (2004). *Applied Industrial/Organisational psychology* (4th ed.). Belmont, CA: Wadsworth/Thomas learning.
- Arnott, D., & Russo, D. (2001). Looking for Love: Are employees too dependent on employers for happiness? *Workspan*, 6(1), 52-53.
- Burns, N., & Grove, S. K. (1993). *The practice of nursing research, conduct, critique and utilization* (2nd ed.). Philadelphia: W.B. Saunders.
- Cappelli, P. (2001). Making the most of on-line recruiting. *Harvard Business Review*, 79(3), 139-148.
- Cascio, W. F. (1998). *Managing human resources* (5th ed.). New York: McGraw-Hill.
- Centre for Development and Enterprise. (2007, October 6). *The skills revolution: Are we making progress?* In *CDE In-Depth Report*. Retrieved March 20, 2008, from http://www.cde.org.za/attachment_view.php?aa_id=196
- Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment*, 7, 309-319.
- Cohen, J. (1988). *Statistical power analysis for behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum & Associates.
- Cohen, M. S., & Zaidi, M. A. (2002). *Global skill shortages*. Northampton, MA: Edward Elgar Publishing.
- Cooper, D. R., & Schindler, P. S. (1998). *Business research methods*. Boston, MA: McGraw-Hill.
- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage Publications.
- Creswell, J. W., & Clark, V. P. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage Publications.
- De Lange, J. (2007, November 22). *Anglo Platinum skaal sy verwagte produksie vir die jaar verder af* [Anglo Platinum further decreases its production for the year]. *Beeld*. Retrieved March 20, 2008, from <http://152.111.1.251/argief/berigte/beeld/2007/11/22/B1/3/jlplatarbeid.html>
- Faller, G. (2001). Positive psychology: A paradigm shift. *Journal of Pastoral Counseling*, 36, 7-14.
- Ferrante, J. (2000). *Sociology. The United States in a global community* (4th ed.). Belmont, CA: Wadsworth/Thomson Learning.
- Fontana, A., & Frey, J. H. (1994). Interviewing: The art and science. In Denzin, N.K. & Lincoln Y.S. (Eds.), *Handbook of qualitative research*. London: Sage.

- Foxcroft, G., & Roodt, G. (Eds.). (2005). *An introduction to psychological assessment in the South African context* (2nd ed.). Cape Town: Oxford University Press.
- Gable, S. L., & Haidt, J. (2005). What (and why) is positive psychology? *Review of General Psychology*, 9, 103-110.
- Giles, R. (1991). *Newsroom management: A guide to theory and practice*. Detroit: Media Management Books.
- Griffeth, R. W., & Hom, P. (2001). *Retaining valued employees*. Thousand Oaks, CA: Sage Publications.
- Grobler, P., Wärnich, S., Carrell, M. R., Elbert, N. F., & Hatfield, R. D. (2006). *Human resource management in South Africa* (3rd ed.). London: Thomson Learning.
- Kaye, B., & Jordan-Evans, S. (2002). *Love'em or lose'em. Getting good people to stay*. San Francisco, CA: Berrett-Koehler Publishers.
- Kleynhans, J. (2007, Aug). *Memorandum to the Chamber of Mines*. Retrieved March 20, 2008, from <http://www.solidaritysa.co.za/Home/wrmview.php?ArtID=387>
- Lane, R. C. (2007). *The mediating effect of locus of control between role overload, job satisfaction and subsequent turnover intention*. Unpublished master's dissertation, North-West University, Potchefstroom.
- Levin, A., Mor Barack, M. E., & Nissly, J. A. M. (2001, December). Antecedents to retention and turnover among child welfare, social work and other human services employees: What can we learn from past research? *Social Service Review*, 75, 626-661.
- Maré, Z. (2007). *Leader empowering behaviour, organisational commitment and turnover intention within the gold mining industry*. Unpublished master's dissertation, North-West University, Potchefstroom.
- Maslow, A. H. (1970). *Motivation and personality* (2nd ed.). New York: Harper & Row.
- Mengel, D. (2001). Top ten ways to retain high performance. *People Dynamics*, 19(9), 23-33.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Morse, J. M. (1991). Approaches to qualitative-quantitative methodological triangulation. *Nursing Research*, 40(2), 120-123.
- Mouton, J., & Marais, H. C. (1992). *Basiese begrippe: Metodologie van die geesteswetenskappe* [Basic concepts: Methodology of the behavioural sciences]. Pretoria: RGN.

- Muchinsky, P. M., Kriek, H. J., & Shreuder, D. (2002). *Personnel psychology* (2nd ed.). Cape Town: Oxford University Press.
- Pittman, K. (2003). *Mission statement. Center for youth development and policy research.* Retrieved May 24, 2008, from <http://cyd.aed.org/mission.html>
- Robbins, S. P. (2001). *Organizational behavior* (9th ed.). Upper Saddle River, NJ: Prentice Hall.
- Seligman, M., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist*, 55(1), 5-14.
- Sjöberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, 41(3), 247-252.
- Smith, B. J., Cho Tang, K., & Nutbeam, D. (2006). *WHO Health promotion glossary: New terms.* Retrieved March 20, 2008, from <http://www.who.int/healthpromotion/about/HP%20Glossay%20in%20HPI.pdf>
- Snyder, C.R., & Lopez, S. J. (2002). *Handbook of positive psychology*. New York: Oxford University Press.
- Solidarity. (2007). *Memorandum to the Chamber of Mines*. Retrieved March 15, 2008, from www.solidaritysa.co.za.
- Spector, P. E. (2000). *Industrial and organisational psychology: Research and practice* (2nd ed.). New York: John Wiley.
- Struwig, F. W., & Stead, G. B. (2001). *Planning, designing and reporting research*. Cape Town: Pearson Education.
- The South African Institute of Race Relations. (2007, December 12). The skills shortage: Urban legend or fatal constraint? In *Fast Facts*. Retrieved March 20, 2008, from <http://www.sairr.org.za/research-and-publications/fast-stats-online/fast-facts-2007/fast-facts-no-12-december-2007.html>

RESEARCH ARTICLE

CHAPTER 2

MANAGING ARTISAN RETENTION

ABSTRACT

The primary objective of this research was to establish the factors that are important for artisan retention and also to establish the level of intention to leave among a sample of artisans. A mixed-methods design was used and a judgement sample was taken ($n = 14$). Semi-structured interviews were conducted, during which the Turnover Intention scale was administered, as well as a biographical questionnaire. Results indicated that remuneration had the highest rank of all the factors for the retention of artisans, closely followed by development opportunity. Turnover intention was measured and the results indicated that the sample reported an average level of turnover intention.

OPSOMMING

Die primêre doelwit van hierdie navorsing was om vas te stel watter faktore belangrik is vir die behoud van ambagsmanne. Spesifiek is daar ook ondersoek ingestel na die vlak van intensie om te bedank van 'n groep ambagsmanne. 'n Gemengde metode ontwerp en 'n oordeelsteekproef is gebruik ($n = 14$). Semi-gestruktueerde onderhoude is gevoer waartydens die Intensie om te bedank (TI) skaal, sowel as 'n vraelys rakende biografiese inligting afgeneem is. Die resultate het aangetoon dat vergoeding die belangrikste faktor is as dit kom by die behoud van ambagsmanne en dat die tweede belangrikste faktor ontwikkelingsmoontlikhede is. Met betrekking tot die intensie om te bedank het die resultate getoon dat die steekproef 'n gemiddelde vlak intensie om te bedank gerapporteer het.

Manufacturing, construction and mining organisations in South Africa are becoming increasingly aware of the high artisan turnover rate and the importance of retaining their artisan talent. The Centre for Development and Enterprise (CDE) (2007) states that an artisan can be seen as any employee who works in the occupation of millwright, electrician, plumber, boilermaker, mechanic, fitter and turner, pattern maker or injection moulder. According to Burmeister (2008), the country continues to suffer a severe shortage of qualified, competent and experienced artisans, and prospects for the future seem to be no better.

Although there is a lack of literature regarding the exact figures, the CDE (2007) states that the shortage in artisans can be seen in the fact that in 1975 an estimated 33 000 apprentices were registered in South Africa, but that by the end of the year 2000 there were only 3000. According to the CDE (2007), this figure can be attributed largely to the abolishment of the apprenticeship system, which in essence put a halt on training an entire generation of potential artisans. Even more alarming is the fact that the average age of artisans is 54 years (CDE, 2007). This means that 70 percent of the artisans currently employed will exit the labour force within the next five to six years (CDE, 2007), and with an entire generation of artisans missing from the labour force, organisations will have to consider implementing better retention strategies to keep the young artisans that they currently have.

In addition to the above reasons for the shortage, Kleynhans (2007) states that many artisans are being recruited so intensively by Canada and Australia that local organisations have tried to counter this by offering more competitive salaries and retention bonuses. Kleynhans (2007) states, moreover, that some companies are actually paying fitters and millwrights salaries of up to R30 000 a month just to retain them. These skills are rapidly becoming so scarce that organisations will do anything and pay anything to keep them.

According to Blaine (2006), the Joint Initiative on Priority Skills Acquisition (JIPSA) recognises that there is a short supply of artisans the world over and because of the severity of our own country's artisan shortage, it has set itself the target of working to ensure that the number of qualified artisans in South Africa reaches 50 000 by the year 2010. This article was written in 2007; it is now 2009 and, to date, JIPSA's artisan

training initiative has not reached the planned target. According to Burmeister (2008), JIPSA's goal was to produce at least 12 500 artisans each year, but currently the programme has only a 42% pass rate per year. With a pass rate of 42%, only 5250 artisans are trained each year, resulting in a shortfall of 7250 trained artisans every year. Burmeister (2008) also states that the average cost of training an artisan is R120 000 over three years and that in order to reach its goal of 50 000 artisans, JIPSA would have to train 120 000 artisans at a cost of R14,4 billion if the pass rate remains at 42%.

In addition to the above, the JIPSA report of 2008 states that the South African Government has committed R787 billion rand to infrastructure development over the next three years, which means that these projects will only intensify the huge demand for skilled artisans, placing a tremendous strain on organisations to retain their current artisan talent.

The above-mentioned facts create a background and place emphasis on the need for establishing the factors that are important for artisan retention. By giving artisans the opportunity to express their views on the factors that are important to them, the research will expand the understanding of what is needed for an organisation to retain artisans. Furthermore, in investigating those retention factors that encourage the optimal functioning and wellness of artisans, the research will contribute to the positive psychology movement. There is a lack of research regarding the current levels of turnover intention among artisans, and therefore this research will also aim to establish what those levels of turnover intention are, because, according to Griffeth and Hom (2001), an employee's intention to leave is the best predictor of turnover. Knowing the level of intended turnover will allow an organisation to decide how aggressive its retention efforts should be.

Turnover and the impact on organisations

Owing to the high demand for artisans and our country's shortage, high artisan turnover figures have become a norm in this day and age. According to Grobler, Wärnich, Carrell, Elbert, and Hatfield (2006), employee turnover can be seen as the movement of employees out of the organisation. According to Sexton, McMurtrey, Michalopoulos, and Smith (2005), employee turnover is a concern for organisations because of the major

impact it has on the bottom line. It is, however, important to differentiate between unpreventable and preventable employee turnover. Unpreventable employee turnover refers to turnover that is beyond the control of both the organisation and the employee, for example, retirement or death. Preventable employee turnover, on the other hand, refers to turnover over which both the organisation and the employee have control, for example, turnover related to resignations (Mengel, 2001). Furthermore, Sexton et al. (2005) state that turnover can influence an organisation either negatively or positively. Turnover with a positive impact is called functional turnover and this type of turnover occurs when poor performers leave and good performers stay. On the other hand, turnover with a negative impact on the organisation is called dysfunctional turnover and this type of turnover occurs when good performers leave the organisation and poor performers stay. Although employee turnover might at times have a positive impact on the organisation, for the purpose of this research focus will be placed on dysfunctional turnover. Sexton et al. (2005) holds that should a company want to look at reducing turnover, it should focus on dysfunctional turnover, and it is therefore the preventable dysfunctional employee turnover that organisations should focus on if they want to retain their artisan talent.

Turnover intention

According to Sjöberg and Sverke (2000), one way to establish if an individual indeed has inclinations to leave his job is to establish his level of turnover intention. Vigoda-Gadot and Ben-Zion (2004) state that an employee's turnover intention is amongst the most studied topics in organisational behaviour. Vigoda-Gadot and Ben-Zion (2004) go on to state that this phenomenon has received many names, such as exit, leave, quit, flight and withdrawal, but they all mean that an employee is voluntarily willing to give up an existing workplace or job for an alternative organisation or other work. Sutherland and Jordaan (2004) confirm the statement by Vigoda-Gadot and Ben-Zion (2004), in that they hold that turnover intention is a construct that is linked to preventable turnover that is initiated by the employee because the employee seeks better employment conditions, prospects or job satisfaction. In addition, Trimble (2006) states that turnover intention is of great concern to any institution as it has been found to be an accurate predictor of

actual turnover. This is due to the fact that turnover intentions reflect a state of "psychological withdrawal" that may turn into actual turnover at any time (Vigoda-Gadot & Ben-Zion, 2004).

In a study by Parasuraman (1982), it was found that educational level, age differences, length of service and chances of promotion play a significant role in the employee's intention to leave the organisation. Furthermore, Gould and Penley (1985) found that age, length of service and family status have an impact on an employee's intention to leave. Considering the above, it can be said that biographical characteristics such as age, educational level, length of service and family status have a significant impact on an employee's intention to leave the organisation. Frequently, turnover intentions express employees' dissatisfaction with their job or work environment, and if it is diagnosed in time, the organisation can take steps to reduce the damaging effects that actual turnover might have. In addition, Trimble (2006) states that it is important to address turnover intention before the organisation incurs major financial losses due to turnover.

Currently no data exist to indicate the level of intention to leave among artisans and therefore it is one of the objectives of this research to shed light on the level of intention to leave among artisans.

Cost of turnover

According to Ramlall (2004), the cost of replacing an employee can be calculated at a minimum of one year's pay and benefits, or a maximum of two years if it is a scarce skill that needs to be replaced. This cost combines direct and indirect costs associated with replacing an employee, such as advertising, hiring, induction and training and also management's time to make decisions. In addition, Ramlall (2004) states that another indirect cost that an organisation stands to incur as a result of turnover is the cost of low employee morale, which occurs usually because the remaining employees have to deal with the loss of a friendship, caused by the exit of an employee from the organisation. Sexton et al. (2005) add that the most pressing and overlooked impact of turnover is the loss of productivity experienced immediately after an employee has left the organisation. Usually the organisation also has to incur high overtime expenses owing to the other

employees needing to stand in for the former employee. In the researcher's opinion, if one takes into account how sought after the skills of artisans are and the current shortage, then the cost of replacing one can be calculated to be even greater than the equivalent of two years of the artisan's remuneration. This cost, however, could be saved if the organisation approached artisan turnover more aggressively and implemented retention strategies more vigorously.

Retention

Most definitions of employee retention in the literature are very similar. According to Mengel (2001), retention refers to an organisation's efforts to keep in employment those employees of whom the organisation has a positive evaluation and who would normally only leave the organisation through voluntary resignation. In addition, Phillips and O'Connell (2003) define employee retention as the percentage or number of employees that remain with a company over a given period of time. These two definitions encapsulate the main concepts of employee retention.

According to Taylor (2002), there are two ways a company can look at managing the retention of employees: (1) they can attract employees to the company by becoming the employer of choice and (2) they can retain top-performing employees, by using retention strategies that focus on aspects such as remuneration, non-monetary benefits, recognition, training and career growth opportunities. Taylor (2002) adds that the above list of aspects is not exhaustive and is greatly dependent upon the individual organisation and its employees.

In addition to the above, Phillips and O'Connell (2003) caution that organisations should be aware of the possible problems that can arise when trying to manage employee retention. For example, organisations should not take a reactive approach to employee retention; instead, they should make it their goal to be proactive by preventing the problem completely. Furthermore, Phillips (2004) advises that organisations which try to be proactive in managing employee retention should first set out to understand the turnover problem thoroughly before they develop preventative programmes. Another possible problem that an organisation might face when trying to manage employee retention, according to Phillips (2001), is that the organisation might want to make use of

retention strategies that have worked for other companies, without realising that their organisation is different and that the strategies might not be sufficient to tackle the retention problem within their particular organisation. From the above, it can be concluded that in order for employee retention strategies to be successful, it is important for organisations to be wary of these pitfalls, especially organisations that want to manage artisan retention. This is due to the fact that the artisan environment differs significantly from other work environments and as a result cannot be compared to many other work environments. Therefore, should an organisation want to formulate an artisan retention strategy it would be beneficial to the organisation to manage it from an individual organisational perspective rather than a generic perspective.

Artisan retention is particularly important, not only because the country is facing a critical shortage of artisans, but also because the average age of an artisan is 54 years (CDE, 2007). This means that 70 percent of the artisans that are currently employed will exit the labour force within the next five to six years, which will only aggravate the current shortage of artisans and intensify the competition for talent. Therefore the best strategy for organisations to retain their artisans will be to try and establish what it is that artisans want from an employer. Levin, Mor Barack, and Nissly (2001) confirm this by stating that if organisations want an effective method of retaining employees, they must know which factors motivate their employees to stay and which factors cause them to resign.

Research done on retention factors

Kaye and Jordan-Evans (2002) completed an international research project to establish the most common reasons why people stay with an organisation. The survey consisted of 8000 participants in 35 different industries and the findings suggest that the following factors in Table 1 (on the following page) are important for employee retention (listed in order of importance):

Table 1

Important Factors for Employee Retention (Kaye & Jordan-Evans, 2002)

Factors that are important for employee retention	
1	Exciting work and challenge
2	Career growth, learning, and development
3	Fair pay
4	Relationships and working with great people
5	Supportive management, a great boss
6	Pride in the organisation, its mission, and its products
7	Great work environment or culture
8	Being recognised, valued and respected
9	Meaningful work, making a difference
10	Autonomy

In addition, Jordaan and Barry (2009) established the perceptions of artisans in terms of the effect of employment and organisational factors on artisan retention levels and Table 2 shows the results of the study.

Table 2

Employment and Organisational Retention Factors (Jordaan & Barry, 2009)

<i>Employment factors</i>	<i>Organisational factors</i>
1. More money/better salary &/or better benefits	1. Better working conditions
2. Value perception/bad management/better treatment/better working conditions/environment	2. Management style/approach/ persons
3. Better opportunities/better development/promotion/prospects/dislike artisan trade	3. Treatment (better, fairness, unfairness)

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Recognition of skills/experience vs. qualification/employ person that "can" do the job</p> <p>5. Job security/age/pension/years service/ personal reasons</p> <p>6. Affirmative action/diversity requirement</p> <p>7. SA issues (Bad education, crime, high Tax, property prices, politics)</p> <p>8. Expanding industry/economy</p> <p>9. Other</p> | <p>4. Other</p> <p>5. Value people/recognise artisan's value more</p> <p>6. Less pressure/work load/stress</p> <p>7. Location/environment</p> <p>8. Balanced life/social life</p> <p>9. Plant safety/condition</p> <p>10. Appoint more people/insufficient people</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
-

The study by Jordaan and Barry (2009) was the only study that could be found that attempts to establish the perceptions of artisans in terms of the effect of employment and organisational factors on artisan retention levels. Jordaan and Barry (2009) established these factors for the purpose of investigating the reasons for the lack of skilled artisans in South Africa, which was also their main objective. The main objective of Jordaan and Barry's (2009) study differentiates it from this one in that this study's main objective is to establish the factors that are important for artisan retention for the purpose of decreasing voluntary turnover. In addition, seeing that there is a lack of research regarding the levels of turnover intention of artisans, this study will also add value in terms of measuring the turnover intention of artisans and bridging this gap in the literature.

Maslow's Hierarchy of Needs

One way of attempting to understand the different needs that an employee might have is to make use of Maslow's Hierarchy of Needs Theory. According to Maslow (1970), individuals aspire to become self-actualising, and in order to do this they have to fulfil each level of a set of five needs. These five needs consist of physiological, safety, and social needs, and the needs for esteem and self-actualisation. Maslow (1970) states also that in order for an individual to reach self-actualisation, he has to fulfil each need,

starting from the bottom of the hierarchy, which consists of physiological needs, and work his way upwards towards self-actualisation, all the while fulfilling each level of needs before going onto the next. The following table is a representation of Maslow's Hierarchy of needs, their levels and the specific needs that pertain to each level.

Table 3
Maslow's Hierarchy of Needs (Maslow, 1970)

Level	Need	Example needs
1	Physiological	Hunger, thirst, sex and good maintenance of bodily functions.
2	Safety	Being safe from physical and psychological harm.
3	Social	Desire to affiliate with others, to be accepted, and to give and receive love.
4	Esteem	To achieve, be competent, gain recognition and to excel.
5	Self-actualisation	To find self-fulfilment and to realise one's potential.

Maslow (1970) divided the above five needs into deficiency needs and growth needs. Deficiency needs refer to those needs that operate for self-preservation, whereas growth needs refer to needs that would result in a healthier and higher level of functioning (Lundin, 1996). Deficiency needs consist of physiological, safety and social needs, while growth needs refer to esteem and self-actualisation needs. According to Lundin (1996), the reason why Maslow divided the five needs according to deficiency and growth needs is that if one looks at the first set of needs, namely physiological, one can conclude that if a person is starving, he would care little for the higher virtues of self-fulfilment. The same goes for the second and third level of needs. For example, if a person does not feel that he is safe (safety need) or is very lonely (social need), he will have little desire to focus on realising his true potential. However, if all three levels of deficiency needs are met, or at least partially met, an individual will become interested in fulfilling the next need, which is a growth need, namely esteem. The need for esteem can be fulfilled through significant achievements in various endeavours of life, such as being superior in a sport, making money or competence in one's vocation (Lundin, 1996). Fulfilling the need for esteem will lead to the last need, which is self-actualisation, and according to Maslow (1970), this need is the ultimate need that an individual seeks to satisfy. In

addition, Robbins (2001) states that deficiency needs are predominantly satisfied externally, for example, by such things such as pay, union contracts and tenure, while growth needs are satisfied internally.

With reference to artisans and their retention, it can be said that organisations focus mainly on the three lower levels of Maslow's hierarchy when trying to implement a retention strategy. For example, De Lange (2007) states that some organisations have implemented an allowance strategy whereby the organisation actually pays artisans a 33 percent allowance on top of their salaries just to retain them. Therefore the possibility exists that the physiological needs of artisans have already been met, or at least partially met, by the monetary rewards that organisations provide. As for the safety needs, safety is of the utmost concern when it comes to the work environment owing to the prescriptions of the Occupational Health and Safety Act (No. 85 of 1993) as laid down by the Department of Labour, and therefore organisations will rarely put their artisans in an unsafe working environment. One aspect that might be responsible for the safety needs of artisans being only partially met is the psychological pressure they experience when working according to strict deadlines. However, organisations have in recent times put more emphasis on alleviating these psychological pressures by implementing more psychological wellness initiatives. These include initiatives such as stress reduction workshops and relaxation workshops (Van der Merwe, 2008). With regard to social needs, organisations are making more of an active effort to help work groups evolve into cohesive units (Thompson, 2004), and therefore these efforts might partially satisfy the social needs of artisans.

Regarding the growth needs of Maslow (esteem and self-actualisation), Kleynhans (2007) states that if organisations want to make an active effort to retain their artisans they will have to consider improving their human resource practices by reviewing the opportunities that are available to artisans. These include opportunities to develop as people and not only to be better workers.

Taking the above information into account, it seems logical that if retention strategies are implemented to address these factors, artisans should be satisfied and should therefore stay with the organisation. This statement cannot be accepted to be true at face value, because, according to Harris and Brannick (1999), there are many factors that can

influence an individual's motivation for staying with an organisation, but just as every employee has a unique background, these factors, too, are unique to each individual's needs. Therefore, for the purpose of artisan retention it would be helpful for management to try and establish where exactly the employee is in terms of Maslow's hierarchy and then tailor the retention strategy and factors to best meet those individual needs. An important factor to remember, according to Buhler (2003), is that employee's needs change over time. For example, an employee who is living at home with his parents this year is likely to be at a different level in Maslow's hierarchy than when this same employee marries next year and is expecting his first child. Therefore, Buhler (2003) adds that it does not mean that once an employee's position in the hierarchy is identified, it will continue to hold true. The ideal would be for managers to take responsibility for re-assessing the needs of employees regularly in order to establish which factors are important for them at that moment and time. The question therefore arises: what factors are deemed important by artisans in deciding to remain with an organisation?

METHOD

Research design

The research was explorative in nature and a mixed-methods design called triangulation was used to achieve the objectives.

According to Sarantakos (1998), research that is exploratory in nature is usually conducted when there is not sufficient information about the subject under investigation or where the formulation of hypotheses is difficult or impossible. Morse (1991) states that the purpose of a triangulation design is to obtain different but complementary data on the same topic. The model of triangulation that was used to conduct this study was the convergence model. The convergence model allows the researcher to collect and analyse quantitative and qualitative data on the same phenomenon and to converge the data in the interpretation phase (Creswell & Clark, 2007).

A survey design was used to collect the quantitative data and interviews (semi-structured) were used to collect the qualitative data. The convergence model allowed the researcher to collect both the qualitative and quantitative data concurrently from the specific participant during the data collection session, and the data were collected only once from each specific participant. In addition, the researcher collected data from participants until the qualitative data were saturated. Data saturation, according to Morse (1994), can be seen as "data adequacy". This means that the researcher continues to collect data until no more new information can be gathered or attained. Data saturation was reached by interview number eleven, but it was decided to complete all fourteen interviews to honour the commitment to the participants.

Participants

The participants could be described as a judgement sample of employees working in the same department of a chemical organisation. The organisation will not be described any further in order to secure the requested anonymity of the organisation. The researcher selected the sample to consist only of participants who hold a formal qualification as an artisan as prescribed by Sector Education and Training Authority (SETA) standards. Letters from the researcher and the study leader were sent to the participants in order to explain the nature of and reasons for the research. Appendix A contains an example of the letter. Employees were requested to take part voluntarily in the research and a total population of 14 employees responded ($N = 14$). Research collection sessions were scheduled at a time that was convenient to the participant and occurred chiefly during the participant's lunch hour.

Descriptive information of the sample is given in Table 4 (on the following page).

Table 4

Characteristics of the Participants

Item	Category	Frequency	Percentage
Age	20 - 29 years	1	7%
	30 - 39 years	6	43%
	40 - 49 years	4	29%
	50 - 59 years	3	21%
Gender	Female	0	0%
	Male	14	100%
Race	Asian	0	0%
	Black	3	21%
	Coloured	0	0%
	White	11	79%
Home language	Afrikaans	9	64%
	English	2	14%
	Sepedi	1	7%
	Setswana	1	7%
	isiXhosa	1	7%
	Other	0	0%
Marital status	Single	1	7%
	Married or living with a partner	11	79%
	Divorced	2	14%
Number of dependants	0	2	14%
	1	4	29%
	2	7	50%
	3	1	7%
	More than 3	0	0%
Education	Grade 10	2	14%
	Grade 11	0	0%
	Grade 12	9	64%
	Technical college diploma	3	21%
	University of technology diploma	0	0%
Employment status	Temporary	0	0%
	Permanent	14	100%
Years of service	One to ten	9	64%
	Eleven to twenty	4	29%
	Twenty-one years or more	1	7%
Rate per hour	R54 or below	0	0%
	R55 - R60	3	21%
	R61 - R65	0	0%
	R66 - R70	0	0%
	R71 - R75	0	0%
	R76 - R80	1	7%
	R81 - R85	3	21%
	R86 - R90	1	7%
	R91 - R95	1	7%
	R96 - R100	1	7%
	R101 or more	4	29%
Artisan trade	Instrumental	6	43%
	Electrical	3	21%
	Fitting	4	29%
	Welding	1	7%
Union member	No	10	71%
	Yes	4	29%

Table 4 shows that the sample consisted entirely of male participants (100%), who were mainly Afrikaans-speaking (64%). The majority (43%) of the sample was between the ages of 30 and 39 years. Most of the participants reported that they were married (79%). Half of the sample (50%) reported that they had two dependants. The entire sample (100%) is permanently employed and most (64%) of the participants have been working for the organisation for a period of one to ten years. Most of the participants hold a Grade 12 certificate (64%) and most (29%) reported that they received an hourly rate of one hundred rand or above. Most participants (43%) followed an instrumental trade. The majority of participants (71%) did not belong to a labour union.

Measuring battery

A self-constructed biographical questionnaire was used to obtain the biographical characteristics of the participants, which included characteristics such as age, gender, language, race, marital status, number of dependants, years of service and level of educational qualification. The biographical questionnaire allowed the participants to remain anonymous.

Turnover intention (TI) was measured by a scale developed by Sjöberg and Sverke (2000), consisting of three items. The response alternatives ranged from 1 (disagree) to 5 (agree), a high score reflecting a strong intention to leave the job. A typical example was "I feel that I want to leave this job" (Sjöberg & Sverke, 2000) and the authors report a Cronbach Alpha of 0,83 for the three items. In addition, Maré (2007) obtained a Cronbach Alpha of 0,76 and Lane (2007) a Cronbach Alpha of 0,78; therefore this scale can also be seen as reliable and valid in the South African context.

Possible interview questions for the purpose of the semi-structured interviews were constructed and identified beforehand by using the literature study, problem statement and research objectives as guide. An example of a typical question asked is "Identify the main reasons why you think this company is losing artisans." Appendix B contains the complete list of interview questions.

Data analysis

The data analysis consisted of both quantitative and qualitative measures.

The quantitative data were analysed by means tabulation. Tabulation can be seen as the act of organising and summarising the findings in tabular form (Struwig & Stead, 2001). After tabulation, descriptive statistics (e.g., mean, median, mode, range, standard deviation and percentage) were used for further analysis of the data (Clark & Watson, 1995).

The qualitative data were analysed by means of coding. Creswell and Clark (2007) state that coding can be seen as the process of grouping evidence and labelling ideas so that they reflect increasingly broader perspectives. Reliability of the qualitative data was ensured by completing the procedure of intercoder agreement. This method uses several individuals to code a transcript and then compare their findings to establish whether they have arrived at the same codes and themes or at different ones (Miles & Huberman, 1994). Furthermore, the researcher made use of peer validation to optimise the validity of the qualitative data. According to Creswell (1998), peer validation consists of a method of validation where the researcher allows the data to be reviewed by peers who are familiar with qualitative research (for example, graduate students or faculty). After both intercoder agreement and peer validation were achieved, the qualitative data were transformed into quantitative data in order to compare the data and to analyse the data set as a whole.

RESULTS

The results of the research will be reported in sequence according to the specific research questions that were established. Relevant quotations from the interviews will be given to support the findings. During the discussion of the results, relevant data from the literature will also be incorporated. However, it should be noted that in the literature only one South African study could be found that had similar research objectives and therefore only the findings of this study will be used for comparative purposes on a national basis.

The first research question aims at establishing the most important factors for the retention of artisans, and the following paragraphs contain the results regarding this question.

Because questions one, two, three and four on the list of questions (Appendix B) all seemed to measure the same phenomenon, i.e. the factors that are important for the retention of artisans, it was decided to combine the answers to these questions. If the response occurred more than once for a specific factor from a single participant, the response was counted only once for that factor. Figure 2 below shows an overview of themes from the participants' descriptions regarding the factors that are important for artisan retention. Findings will be discussed in the order in which they appear in the figure.

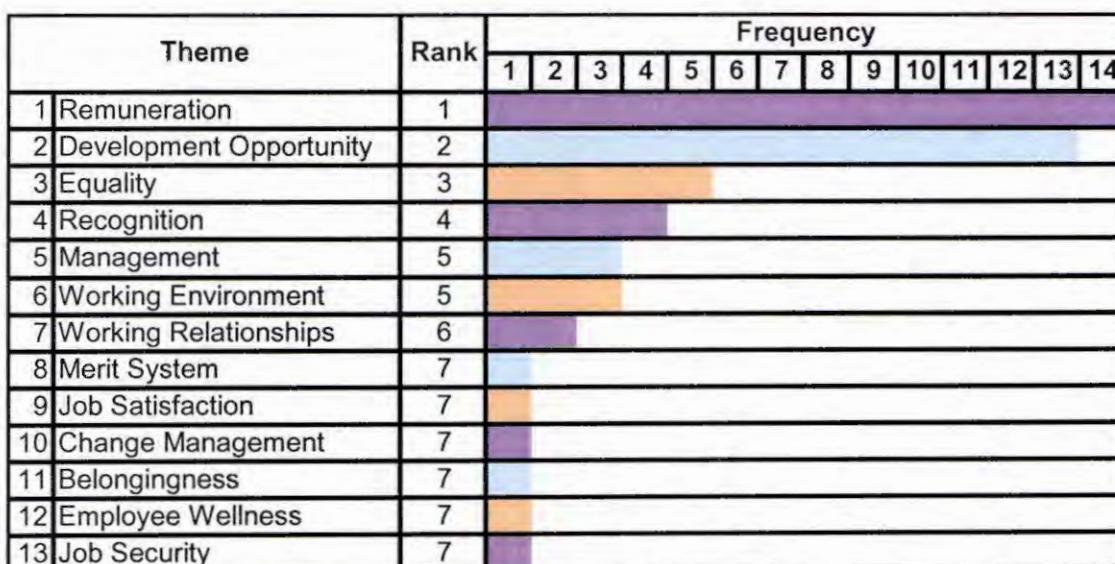


Figure 1. Important factors for artisan retention.

The following deductions can be made on the basis of the results in Figure 1 regarding factors that are important for artisan retention. These deductions are supported by direct quotes of participants.

- **Theme 1: Remuneration (Rank = 1).** This theme was mentioned by all fourteen participants and therefore it can be seen as the most important factor for artisan retention according to the participants. Remuneration can be seen as the reward

that an employee receives for working for the organisation (Robbins, 2001). Remuneration includes pay, salary, or wages, including allowances, benefits (such as company car, medical plan or pension plan), bonuses and other cash incentives (Robbins, 2001).

The importance of remuneration as a retention factor can be confirmed by the following remarks from the participants: "The money here isn't very good"; "There are different issues at every company, but with this one it is money"; "...benchmark our salaries..."; "The money overseas is much better than here"; "They should critically look at our salary scale..."; and "...pay us what we're worth". Kaye and Jordan-Evans (2002) state that if employees see remuneration as being non-competitive, unfair or insufficient to sustain life, they will be largely dissatisfied.

Jordaan and Barry (2009) conducted a similar study on employment factors that could contribute to artisan retention and they found that 40% of 79 participants reported that remuneration was the dominant employment factor for artisan retention. In addition, fair pay was listed third on the list of retention factors as researched by Kaye and Jordan-Evans (2002) and therefore supports the findings of this study that remuneration is a major role player in artisan retention.

- **Theme 2: Development Opportunity (Rank = 2).** This theme was mentioned by thirteen out of the fourteen participants, who reported that they viewed development opportunity as an important factor for artisan retention.

The University of Minnesota (2009) states that employee development can be seen as a joint, on-going effort on the part of an employee and the organisation for which the individual works to upgrade the employee's knowledge, skills and abilities. The University of Minnesota (2009) adds that successful employee development requires a balance between an individual's career needs and goals and the organisation's need to get the work done.

Development opportunity, according to the participants of this study, is almost as important for artisan retention as remuneration. The importance of development opportunity as a retention factor can be confirmed by the following remarks of the

participants: "If they want to keep us they need to look at development practices more often"; "...as long as they keep on providing me with opportunities for development and growth I will stay"; ...training and development should be done on a more personal level than on corporate level"; "We are told that we can study anything related to our field, but they do not take the time to tell us what careers are available in our field"; and "I will only stay with a company if I believe they want to develop my skills further".

Development opportunity was second on the list of important retention factors, according to Kaye and Jordan-Evans (2002). In addition, Jordaan and Barry (2009) found that better development accounted for 14% of the answers of the participants in their study when asked what they perceived to be the most important employment factors for artisan retention.

- **Theme 3: Equality (Rank = 3).** This theme was mentioned by five out of the fourteen participants, who reported that they viewed equality as an important factor for artisan retention.

According to Newell (2002), equality can be viewed as a conscious effort by the organisation to create equal opportunities for all and eliminate unfair discrimination. Totta and Burke (1995) add that real equality fosters an environment where all employees have equal access to career development and advancement opportunities and all employees are actively encouraged to reach their full career potential.

The participants expressed their views on equality as follows: "We do not get the same opportunities..."; "The Employment Equity guys are fast tracked..."; "I want all the privileges and opportunities that everyone else is getting..."; and "Everyone should be treated equal".

Equality does not feature as a retention factor on the list of factors of Kaye and Jordan-Evans (2002), but it does feature on the list of organisational retention factors as researched by Jordaan and Barry (2009). In their study Jordaan and Barry (2009) found that Treatment (better, fairness and unfairness) was mentioned

by 41% of 79 participants as an important factor for retention. In this light it seems that equality is a factor that is inherent to the artisan working environment at the moment. This might be due to the fact that organisations are implementing employment equity more rigorously than before in order to ensure that the number of black employees and minorities are well represented in the artisan field and, as a result, the other employees are viewing it as inequality. This statement can be supported by the following remarks by the participants: "Employment equity should not be implemented so rigidly"; "Employment equity is a big problem"; and "Employment equity is hampering my success at the company".

- **Theme 4: Recognition (Rank = 4).** This theme was mentioned by four out of the fourteen participants, who reported that they viewed recognition as an important factor for artisan retention.

The remarks of the participants regarding recognition are as follows: "Give me more recognition..."; "They should really make us feel more important, because at this stage I am only feeling like a number"; and "If you work hard they should notice it".

Recognition features eighth on the list of important retention factors of Kaye and Jordan-Evans (2002), and fourth on the employment retention factors list of Jordaan and Barry (2009). This might be an indication that recognition is more of a general retention factor than a retention factor specifically for artisans.

- **Theme 5: Management (Rank = 5).** This theme was mentioned by three out of the fourteen participants, who reported that they viewed management as an important factor in artisan retention.

The participants expressed their views about management as follows: "Management is a problem..." and "Certain managers aren't correct for the group and that causes conflict". Abraham (2007) states that a poor relationship with a manager is one of the primary reasons people become dissatisfied. The Harvard Business School (2006) supports this, stating that people do not leave companies, they usually leave their managers.

Management features more prominently as a retention factor in the study of Jordaan and Barry (2009), in that it accounts for 44% of the organisational factors that can retain artisans. Management also features as number five on Kaye and Jordan-Evans' (2002) list of retention factors.

- **Theme 6: Working Environment (Rank = 5).** This theme was mentioned by three out of the fourteen participants, who reported that they viewed the working environment as an important factor for artisan retention.

In the context of this research, working environment can be viewed as the place where the artisans work. The participants expressed their views about the working environment as follows: "The guys of today want to work in a clean environment" and "We have a nice environment".

Jordaan and Barry (2009) found that a better working environment (organisational retention factors) accounted for 53% of their sample's answers. In addition, the working environment, according to the study by Kaye and Jordan-Evans (2002), featured at number seven on their list of retention factors, indicating that although it did not feature prominently on this study's list, it seems to be a factor worthy of investigation.

- **Theme 7: Working Relationships (Rank = 6).** This theme was mentioned by two out of the fourteen participants, who reported that they viewed working relationships as an important factor for artisan retention.

Working relationships in the context of this study can be seen as the relationship between employees and management, as well as the relationship between employees and their co-workers. The following comment from one of the participants supports the view that working relationships are an important factor for artisan retention: "...foster better working relationships between management, line management and the artisans".

The factor of working relationships features fourth on the list of Kaye and Jordan-Evans (2002), but does not feature on the list of Jordaan and Barry (2009), indicating therefore that this might be more of a general need than one that is specific to the artisan environment.

- **Theme 8: Merit System (Rank = 7).** This theme was mentioned by one of the fourteen participants, who reported that he viewed the company's merit system as an important factor for artisan retention.

The merit system in the context of this study can be seen as the organisation's official performance management system.

The participant shared his view on the merit system as follows: "The merit system is useless, it does not matter what grade they give us, we still get the same raise".

Although only one participant mentioned the merit system as a factor for artisan retention, when asked what they would change about the organisation, five participants mentioned that they would change the merit system. Some of the comments regarding the merit system include the following: "I do not see the use of having a merit system if the unions negotiate your raise in any case"; "I am a group leader and when we do merits I get a hybrid point, they need to change the merit system because it is demoralising"; and "They should not compare the different trades with each other when doing the merits". Bearing the above statements in mind, it might be fitting to say that if the merit system factor had been more thoroughly probed during the interviews, the rank might have been higher and therefore this factor might be worth more investigation.

The merit system (performance management system) did not feature on either one of the lists of Kaye and Jordan-Evans (2002) or Jordaan and Barry (2009) and therefore it might be an indication that this factor is inherent to the specific organisation.

- **Theme 9: Job Satisfaction (Rank = 7).** This theme was mentioned by one of the fourteen participants, who reported that he viewed job satisfaction as an important factor for artisan retention.

This participant shared his view on job satisfaction as follows: "...the guys do not have job satisfaction".

Job satisfaction did not feature on either one of the lists of Kaye and Jordan-Evans (2002) or Jordaan and Barry (2009) and therefore it might be an indication that this factor is inherent to the specific organisation.

- **Theme 10: Change Management (Rank = 7).** This theme was mentioned by one out of the fourteen participants, who reported that he viewed change management as an important factor for artisan retention.

This participant shared his view on change management by remarking: "...if they want to implement change, they need to manage it well".

Change management did not feature on either one of the lists of Kaye and Jordan-Evans (2002) or Jordaan and Barry (2009) and therefore it might be an indication that this factor is also more inherent to the specific organisation.

- **Theme 11: Belongingness (Rank = 7).** This theme was mentioned by one of the fourteen participants, who reported that he viewed belongingness as an important factor for artisan retention.

In the context of this research, belongingness can be viewed as the participant's need to be part of and to feel part of a cohesive team and organisation. The participant voiced his view regarding belongingness as follows: "I want to feel at home and I want to feel part of a team, because at this stage I only feel like a number".

Belongingness did not feature on either one of the lists of Kaye and Jordan-Evans (2002) or Jordaan and Barry (2009) and therefore it might be an indication that this factor is inherent to the specific organisation.

- **Theme 12: Employee Wellness (Rank = 7).** This theme was mentioned by one of the fourteen participants, who reported that he viewed employee wellness as an important factor for artisan retention.

The participant shared his view on employee wellness as follows: "Employee wellness is a big thing and they need to give more attention to it".

Although only one participant mentioned employee wellness as a factor for artisan retention, when asked if they would be interested in wellness in the workplace, twelve out the fourteen participants answered "yes" and only two answered "no".

The statements regarding work wellness were as follows: "Regular health check-ups would be really nice"; "We could do with something like stress management or something like that"; and "I am sure the guys would like it if we could play something like table tennis during breaks".

Employee wellness as a retention factor might be more inherent to the organisation than to the artisan environment seeing that it did not feature on the list of Jordaan and Barry (2009) or on the international list of Kaye and Jordan-Evans (2002).

- **Theme 13: Job Security (Rank = 7).** This theme was mentioned by one out of the fourteen participants, who reported that he viewed job security as an important factor for artisan retention.

He shared his view on job security as follows: "I want security regarding my job". Although only one participant stated that he perceived job security as being an important factor for artisan retention, when asked to what extent they had job security, all of the participants (fourteen) stated that they believed their jobs to be secure.

Job security featured fifth on the list of Jordaan and Barry (2009), with a total percentage of six percent. Job security, however, did not feature on Kaye and Jordan-Evans' (2002) list and therefore it might be an indication that job security is a factor that is inherent to the environment of artisans.

The following table is a summary of the results regarding factors that are important for artisan retention and whether they appear on the lists of retention factors as reported by Kaye and Jordan-Evans (2002) and Jordaan and Barry (2009).

Table 5
Summary of Artisan Retention Factors

Artisan Retention factors and rank	Appear in Kaye and Jordan- Evans (2002)	Appear in Jordaan and Barry (2009)
Remuneration (1)	Yes	Yes
Development Opportunity (2)	Yes	Yes
Equality (3)	No	Yes
Recognition (4)	Yes	Yes
Management (5)	Yes	Yes
Working Environment (5)	Yes	Yes
Working Relationships (6)	Yes	No
Merit System (7)	No	No
Job Satisfaction (7)	No	No
Change Management (7)	No	No
Belongingness (7)	No	No
Employee Wellness (7)	No	No
Job Security (7)	No	Yes

The second research question aims at establishing how many of the retention factors are currently being used by the organisation for retention, and the following paragraphs contain the results regarding this question.

The responses that were given by the participants when asked questions one, two, three and four on the list of questions (Appendix B) were analysed, and if the participants made only positive remarks about a specific factor, that factor was deemed as being fully utilised. If the participants made both positive and negative remarks about a specific factor, the factor was deemed as being partially utilised and if the participants made only negative remarks about a specific retention factor, the factor was deemed as not being utilised. The following table is a summary of the findings regarding the utilisation of factors for artisan retention by the organisation, as perceived by the participants.

Table 6

Retention Factors that are being used by the Organisation

Artisan Retention factors and rank	Is the factor being used by the organisation?	Confirmation (Participant expressions).
Remuneration (1)	Yes (Partially)	"Benchmark salaries..." "Everything they implement is monetary, they need to look at something else." "They have a share scheme, we get a market allowance and housing subsidy."
Development Opportunity (2)	Yes (Partially)	"I would like to do something like job rotation." "Having mentors and/or coaches would be nice."
Equality (3)	No	"We don't get the same opportunities..." "I want all the privileges and opportunities that everyone else is getting..." "Everyone should be treated as equal."
Recognition (4)	Yes (Partially)	"We get recognition only when it is time for merits." "I like the recognition that they give."

Management (5)	Yes (Partially)	"Management will help you where they can." "Management is a problem..."
Working Environment (5)	Yes	"They did a lot to change it and it is now very nice." "We have the newest technology and it is very pleasant."
Working Relationships (6)	Yes (Partially)	"...foster better working relationships between management, line management and the artisans." "The guys I work with are very positive and open, we share a lot."
Merit System (7)	No	"The merit system is useless." "I don't see the use of the merit system." "They should really look at implementing something else."
Job Satisfaction (7)	No	"...the guys don't have job satisfaction."
Change Management (7)	No	"The guys don't like change and if they want to implement change, they need to manage it well."
Belongingness (7)	No	I want to feel at home and I want to feel part of a team, because at this stage I only feel like a number."
Employee Wellness (7)	No	"I would like something like flexi-hours." "Health check-ups would be nice."
Job Security (7)	Yes	"...I am not worried about my job at all."

As can be seen by the table above, only two factors are perceived as fully utilised for artisan retention and these are the working environment and job security. Both of these factors are of low importance if one takes into account their rank, fifth and seventh respectively. Furthermore, there are five factors that are perceived as being only partially utilised, namely remuneration, working relationships, management, recognition and

development opportunity. However, factors such as the merit system, change management, belongingness, job satisfaction and employee wellness are not perceived as being utilised at all.

The third research question aims at establishing the current level of intention to leave among artisans, and the following paragraphs contain the results regarding this question.

The turnover intention scale of Sjöberg and Sverke (2000) was used to obtain the data in order to be able to answer research question 3. The turnover intention scale consisted of three items: 1) I feel that I want to leave this job; 2) I am actively looking for other work or jobs at another organisation and 3) If I were completely free to choose I would leave this job. The response alternatives ranged from 1 (disagree) to 5 (agree), and a high score reflects a strong intention to leave the job. Results for the level of intention to leave amongst the group of participants are given in Table 7 below.

Table 7
Turnover Intention Scores

Turnover intention Question	Low intention to leave						High intention to leave						Average			
	P1	P5	P7	P10	P6	P11	Average	P3	P8	P12	P13	P9	P14	P2	P4	
1 I feel that I want to leave this job	1,00	1,00	1,00	1,00	2,00	2,00	1,33	3,00	2,00	2,00	3,00	3,00	4,00	2,00	4,00	2,88
2 I am actively looking for other work or jobs at another organisation	1,00	1,00	1,00	1,00	2,00	1,00	1,17	2,00	2,00	3,00	3,00	3,00	4,00	5,00	3,00	3,13
3 If I were completely free to choose, I would leave this job	1,00	1,00	1,00	1,00	1,00	4,00	1,50	3,00	4,00	4,00	3,00	4,00	2,00	4,00	4,00	3,50
Average	1,00	1,00	1,00	1,00	1,67	2,33	1,33	2,67	2,67	3,00	3,00	3,33	3,33	3,67	3,67	3,17

The scores of the participants were divided into two groups, namely Low intention to leave and High intention to leave. The participants who had a mean score lower than 2,50 were included in the group with Low intention to leave, while participants with a mean score higher than 2,50 were included in the group with High intention to leave. As can be seen from the table 7 above, the mean score of the three questions that made up the intention to leave scale was 1,33 for participants that were in the low intention group and 3,17 for participants that were in the group with high intention to leave. Overall, the participants had a mean score of 2,38 out of 5,00; thus it can be said that on average participants reported a moderate intention to leave score. The spread of the scores is quite large, suggesting that some had a strong intention to continue working at the organisation, while others were likely to consider other offers.

The fourth research question aims at establishing the biographical characteristics that might play a role in artisan's intention to leave, and the following paragraphs contain the results regarding this question.

The biographical information consisted of the following characteristics: age, years of service, rate per hour, overtime per week (hours), number of dependants, language, race, gender, marital status, level of education, employment status, artisan trade and whether the participant is a union member or not. Table 8 (below) contains the results of the biographical characteristics compared with the turnover intention scores of participants with low intention to leave, while Table 9 (on the following page) contains the biographical characteristics compared with the turnover intention scores of participants with high intention to leave.

Table 8

Participants with Low Intention to Leave

Turnover intention Question		Participants with Low intention to leave						
		P1	P5	P7	P10	P6	P11	Average
1	I feel that I want to leave this job	1,00	1,00	1,00	1,00	2,00	2,00	1,33
2	I am actively looking for other work or jobs at another organisation	1,00	1,00	1,00	1,00	2,00	1,00	1,17
3	If I were completely free to choose, I would leave this job	1,00	1,00	1,00	1,00	1,00	4,00	1,50
Average		1,00	1,00	1,00	1,00	1,67	2,33	1,33
Biographical Characteristics								
Age		31	35	50	24	51	31	37,00
Years of service		2	11	2	4	33	10	10,33
Rate per hour		R81 - R85	R55 - R60	R76 - R80	R55 - R60	R81 - R85	R81 - R85	73,66
Overtime per week (hours)		6	12	6	4	9	2	6,50
Number of dependants		1	1	2	0	1	2	1,16
Language		Setswana	Afrikaans	Sepedi	Afrikaans	Afrikaans	Afrikaans	-
Race		Black	White	Black	White	White	White	-
Gender		Male	Male	Male	Male	Male	Male	-
Marital status		Married	Divorced	Married	Single	Married	Married	-
Level of education	Technical College Diploma							-
		Grade 10	Grade 12	Grade 12	Grade 10	Grade 12		
Employment status	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	-
Artisan trade	Inst	Welder	Fitter	Fitter	Inst	Fitter		-
Union member	Yes	No	No	No	Yes	No		-

Table 9

Participants with High Intention to Leave

Turnover intention Question	Participants with high intention to leave								Average
	P3	P8	P12	P13	P9	P14	P2	P4	
1 I feel that I want to leave this job	3,00	2,00	2,00	3,00	3,00	4,0	2,00	4,00	2,88
2 I am actively looking for other work or jobs at another organisation	2,00	2,00	3,00	3,00	3,00	4,00	5,00	3,00	3,13
3 If I were completely free to choose, I would leave this job	3,00	4,00	4,00	3,00	3,00	4,00	4,00	4,00	3,50
Average	2,67	2,67	3,00	3,00	3,33	3,33	3,67	3,67	3,17
Biographical Characteristics									
Age	48	35	31	42	44	56	30	44	41,25
Years of service	5	2	1	6	13	15	3	17	7,75
Rate per hour	=> R101	R86 - R90	R96 - R100	=> R101	=> R101	=> R101	R55 - R60	R91 - R95	92,56
Overtime per week (hours)	8	10	2	9	3	4	3	6	5,62
Number of dependants	2	3	2	2	2	1	0	2	1,75
Language	Afrikaans	isiXhosa	Afrikaans	Afrikaans	English	English	Afrikaans	Afrikaans	-
Race	White	Black	White	White	White	White	White	White	-
Gender	Male	Male	Male	Male	Male	Male	Male	Male	-
Marital status	Married	Married	Married	Divorced	Married	Married	Married	Married	-
Level of education	Technical College Diploma	Grade 12	Grade 12	Grade 12	Grade 12	Technical College Diploma	Grade 12	Grade 12	-
Employment status	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	-
Artisan trade	Inst	Elec	Elec	Inst	Elec	Inst	Inst	Fitter	-
Union member	No	Yes	No	No	No	No	No	Yes	-

It is important to note that because of the explorative nature of this research, possible relationships and differences between the biographical characteristics and the intention to leave scores of the participants will only be indicated, and no statistical analysis will be done to determine if the differences are significant.

As can be seen from Table 8 and Table 9, the average age of the participants with low intention to leave is 37 years, while the average age of the participants with high intention to leave is 41,25. Furthermore, the average number of years of service of the group with low intention to leave is 10,31 years, while the group with high intention to leave has an average of 7,75 years. In addition, the average rate per hour received by the participants with low intention to leave is R73,66, while the participants with high intention to leave receive R92,56. The participants with low intention to leave work on average 6,5 hours overtime per week, while the participants with high intention to leave work 5,62 hours overtime per week. The group with high intention to leave has more dependants (1,75 on average per participant) compared with the group with low intention to leave (1,16 per participant). The two groups in this study were very similar in language and race and identical in employment status. The entire sample consisted of males and therefore no conclusion could be reached regarding gender and turnover intention in this study. With regard to the educational level of the participants, it varied between the two groups and both groups have similar levels of education. The findings indicate that the

group with high intention to leave consists mostly of artisans that follow an instrumental or electrical trade. Union membership does not seem to have an impact on intention to leave, seeing that most of the sample in both groups (high and low intention to leave) does not belong to a union.

DISCUSSION

The main objective of this research was to establish the factors that are important for artisan retention in order to decrease voluntary turnover. The results indicate that remuneration is perceived as the most important factor for artisan retention, followed closely by development opportunity, ranked in second place. Other factors that were also perceived as important for artisan retention by the participants included equality (ranked third), recognition (ranked fourth), management and the working environment (ranked fifth), working relationships (ranked sixth) and change management, job security, belongingness, the merit system, job satisfaction and employee wellness, were all ranked in seventh place.

Remuneration: With reference to remuneration, this factor was ranked first and was mentioned by all fourteen participants and in the researcher's opinion remuneration could be referring to a physiological need (deficiency need) because remuneration impacts on one's ability to satisfy basic survival needs by providing shelter, food, water and clothing. Parker and Wright (2000) state that the most critical issue with regard to attracting and retaining talented employees is that of remuneration. If remuneration in the case of artisans indeed refers to a physiological need, securing a good remuneration will allow employees peace of mind in that their basic needs will at least be met.

On the other hand, in the case of artisans, remuneration could also be referring to an esteem need (growth need), taking into account that companies are paying vast amounts in remuneration in order to retain their artisans (Kleynhans, 2007). This means that artisans are in a favourable position and might be able to use this position to negotiate with organisations in order to be retained and to gain the most from the current situation. This could result in remuneration actually becoming an esteem need, because artisans might see remuneration as a message from the organisation as to how much they are worth to the organisation. Parker and Wright (2000) support this by stating that

the retention of talented employees is becoming such an important issue that organisations may even provide remuneration packages that are well above the market rate in order to retain their talent. Having an artisan shortage in the country means that organisations have no choice but to negotiate with their employees in order to fulfil in their needs, because the only other option they have is to allow them to leave, but for organisations to recruit new employees in present circumstances is out of the question. Although artisans are quickly realising the negotiating power of their current situation, organisations have also started to look into using remuneration more effectively for the purpose of retention and, therefore, according to Bassi and van Buren (1999), some organisations have started using profit sharing and group-based incentive pay as additional remuneration retention methods.

Irrespective of whether remuneration is a physiological need or a growth need, it should be noted that remuneration on its own should not be relied upon as the sole strategy for retention. Kaye and Jordan-Evans (2002) supports this notion by stating that an above market related wage alone will not keep employees; the organisation needs to challenge, grow and care about its employees in order to retain them.

Development: Thirteen out of the fourteen participants reported that they viewed development opportunity as an important factor for artisan retention, which resulted in the factor having a ranking of second place. The Harvard Business School (2006) states that employees who are planning to leave the organisation tend to say that the organisation does not allow them to learn and utilise new skills and that they are not growing. The Harvard Business School (2006) states also that best-practice companies have already recognised the value of development as a retention factor and that they are focused on encouraging employees not to chase remuneration, but instead to chase responsibilities and learning opportunities. Simpson (2002) supports this assertion, stating that talented individuals seek opportunities for development and that they are looking for organisations that will be able to provide them with the necessary opportunities to allow them to develop competencies that can be useful to them in future. In summary, the Harvard Business School (2006) holds that development is one of the most effective ways of retaining and rewarding talented staff.

With reference to Maslow's hierarchy of needs, in the researcher's opinion, development opportunity might relate to both security and self-actualisation, in that an individual will first require development in the form of training to function optimally in his position and afterwards will require further development to acquire additional skills. However, for the purpose of this research, development opportunity will be regarded as a self-actualisation need, seeing that the statements of the participants were more aligned with development opportunity as a self-actualisation need.

Should the need for development opportunity be a growth need, it can, according to Maslow (1970), only be satisfied if the lower order needs (physiological, safety, social and esteem) have been either partially or fully satisfied. This can be supported by the following remark by one of the participants: "...training matters a lot, but if the pay isn't good I will still leave".

Bassi and van Buren (1999) state that when the training and development needs of employees and employers are met, the chances are greater that employees will stay in their organisations. Therefore, one can assume that the opposite also holds true and that if the needs of employees regarding development opportunities are not met, they will leave the organisation. Bearing in mind that the factor of development opportunity was ranked second and was therefore perceived as being of high importance, one can conclude that organisations, in addition to the current remuneration packages that they offer, will have to place more emphasis on making more development opportunities available to artisans if they want to retain their artisan talent.

Equality: The third factor that the artisans reported as being important for retention was equality. Five out of the fourteen participants mentioned this factor and, in accordance with Maslow's hierarchy of needs, equality in the artisan context might be an esteem need (growth need) in that they perceive equality as a measure of their worth to the company. This can be supported by the following statements of the participants: "I want all the privileges and opportunities that everyone else is getting..." and "Everyone should be treated as equal".

Newell (2002) holds that if employers want to bring about real change regarding equal opportunities, passive support is not an option; they need to be truly committed to promoting holistic equality before they will be successful.

Recognition: Recognition was mentioned by four out of the fourteen participants, which resulted in the factor having a ranking of fourth place. Recognition might be referring to a growth need, according to Maslow's (1970) hierarchy; more specifically, it might be referring to an esteem need, because getting recognition for outstanding performance in one's job fulfils the need for esteem and in essence is a sign that one is excelling at one's vocation. Dibble (1999) states that if organisations want to retain employees, they need to build connections with them by recognising and telling them that they see what they are doing and that they are valuable to the organisation. This will create a reason for them to stay with the organisation. The mere fact that the artisans report that recognition features as a factor in retention might also be an indication that their lower order needs (physiological, safety and social) are being at least partially satisfied.

Management: The artisans reported management as being the fifth most important factor for retention. This factor was mentioned by three out of the fourteen participants. With reference to Maslow's hierarchy, if one takes into account the comments of the participants, it might refer to a deficiency need (social). This could be due to the fact that employees want to foster a good working relationship with management, one that does not involve frequent conflict.

The working environment: The working environment was mentioned by three out of the fourteen participants, which resulted in the factor having a ranking of fifth place (together with management). According to Maslow's hierarchy (1970), the working environment could be a safety and deficiency need, because artisans want to work in an environment that is clean and safe. This impression is supported by McCarter and Schreyer (2000) who state that employees want to work in clean, comfortable surroundings; whether the employees work in an office or auto repair shop, they are much happier and more satisfied if their surroundings are neat, orderly and clean.

Working relationships: With reference to the factor of working relationships, two out of the fourteen participants mentioned this factor, which gave it a ranking of sixth place. Working relationships might be a social need (deficiency need) according to the hierarchy of Maslow (1970). This is due to the fact that Maslow (1970) defines a social need as a need to affiliate with others.

The merit system: The merit system was mentioned by one participant as being an important factor for the retention of artisans, which gave it a ranking of seventh place. In the context of Maslow, the merit system could be referring to an esteem need, because in essence the merit system is nothing more than a method that is used to determine how well an individual is performing at his vocation in order to give recognition to excellence and implement corrective measures for underperformance.

Job satisfaction: Another factor mentioned by only one participant as an important factor for retention was job satisfaction. This factor also had a ranking of seventh place. With reference to Maslow's hierarchy of needs, job satisfaction could refer to the need for self-actualisation (growth), because job satisfaction is seen as the individual's sense of inner fulfilment when performing a job (Robbins, 2001) and therefore can be achieved only if the lower order needs are at least partially met.

Change management: Joint in seventh place is the factor of change management. One participant mentioned this factor and when looking at Maslow's hierarchy, change management might be a safety (deficiency) need, since change causes unwanted psychological stress because of the fear of the unknown, as well as the threat to the feelings of safety of the employees who are being subjected to the change (Robbins, 2001).

Belongingness: Belongingness was also mentioned by one participant and therefore also received a ranking of seventh place. The need for belongingness might be a social need (deficiency need) according to hierarchy of Maslow (1970), because a social need as described by Maslow (1970) includes the need be accepted and to give and receive attention.

Employee wellness: Employee wellness was another factor that had a ranking of seventh place, being mentioned by only one participant. Employee wellness could refer to a self-actualisation need (growth) in the context of the hierarchy of Maslow, because employee wellness, according to Smith, Cho Tang and Nutbeam (2006), can be defined as the optimal state of health of individuals and groups. Therefore, should an individual not be healthy, it would mean that the individual might have a physiological need (deficiency), but if the individual is already enjoying physical health and is seeking to optimise this state, it could refer to the individual's need for self-actualisation, which might be the case in this research. In addition, Snyder and Lopez (2002) state that employee wellness in the workplace comprises the following dimensions: occupational, intellectual, emotional and physical fitness. Should organisations want to retain artisans by implementing employee wellness, they need to investigate the needs of their artisans in order to establish which dimension of wellness will allow each specific artisan to lead a more successful and balanced existence. Taking into account the statements of the participants regarding employee wellness, one can conclude that the participants of this study are seeking to optimise health in the emotional and physical dimensions of wellness.

Job security: The last factor that was mentioned by only one participant and was included in the ranking of seventh place was job security. Job security might be a safety need and a deficiency need according to Maslow (1970), because having job security might mean that the individual knows that his source of income is secure and that he is assured of this income for the near future, which in turn might result in feelings of safety. On the other hand, if the individual is unsure that the source of his income will be able to provide for him in the future, it could threaten his feelings of safety. Seeing that the need for safety is a deficiency need, this need would first have to be satisfied or partially satisfied before higher order needs will become prominent.

It is important to note that although only one participant stated that he perceived job security as being an important factor for artisan retention, when asked to what extent they had job security, all of the participants (fourteen) stated that they believed their jobs to be secure. In addition, one should not forget that only four members of the sample

belonged to a union and that the remaining ten did not. This in itself might be an indication that the organisation is currently succeeding at ensuring that the artisans have job security.

Looking at all the factors as a whole, there was a remarkable difference between the frequencies of the first and second factors when compared with the other lower ranked factors, in that remuneration had a frequency of fourteen and development opportunity a frequency of thirteen. The factor that was closest to remuneration and development opportunity was equality, which had a frequency of five. The high frequency of remuneration and development might be an indication that these two factors are inherently important to artisans in general and that the other factors are based on individual needs rather than being generally applicable.

From the thirteen factors that were identified in this study, six factors were confirmed in previous international research conducted by Kaye and Jordan-Evans (2002). These included remuneration, the working environment, working relationships, and management. At a national level, seven factors were confirmed by the research of Jordaan and Barry (2009), which included remuneration, the working environment, job security, equality, management, recognition and development opportunity. The rest of the factors that were not confirmed by either one of the studies mentioned above may be inherent to the specific organisation where the research was conducted. These factors included change management, belongingness, the merit system and employee wellness. The importance of remuneration as a retention factor was confirmed by all three studies. From the additional factors that were identified by the participants, it is clear that organisations should not rely purely on remuneration as a retention strategy.

The study's second objective was to determine how many of the factors that were identified by the participants are currently being used by the organisation for retention. Only two factors, according to the participants' remarks, were perceived as being fully utilised by the organisation for retention: the working environment and job security. Both of these factors were perceived by the participants as being of low importance and they received a ranking of fifth and seventh place respectively. Factors that were of high importance to the participants, such as remuneration, development opportunity, Recognition and management were perceived as being only partially utilised for the

retention of artisans. Although equality is also perceived to be a factor of high importance (ranked third), participants did not view this factor as being utilised at all for artisan retention. Working relationships received a ranking of sixth place and according to participants this factor is also only partially utilised. Factors that were perceived to be of low importance, such as the merit system, job satisfaction, change management, belongingness and employee wellness were also not being utilised at all by the organisation, according to the views of the participants.

The following figure is a summary of the discussion in terms of the retention factors that were identified by the artisans, their ranking and whether these factors are perceived as being utilised by the organisation.

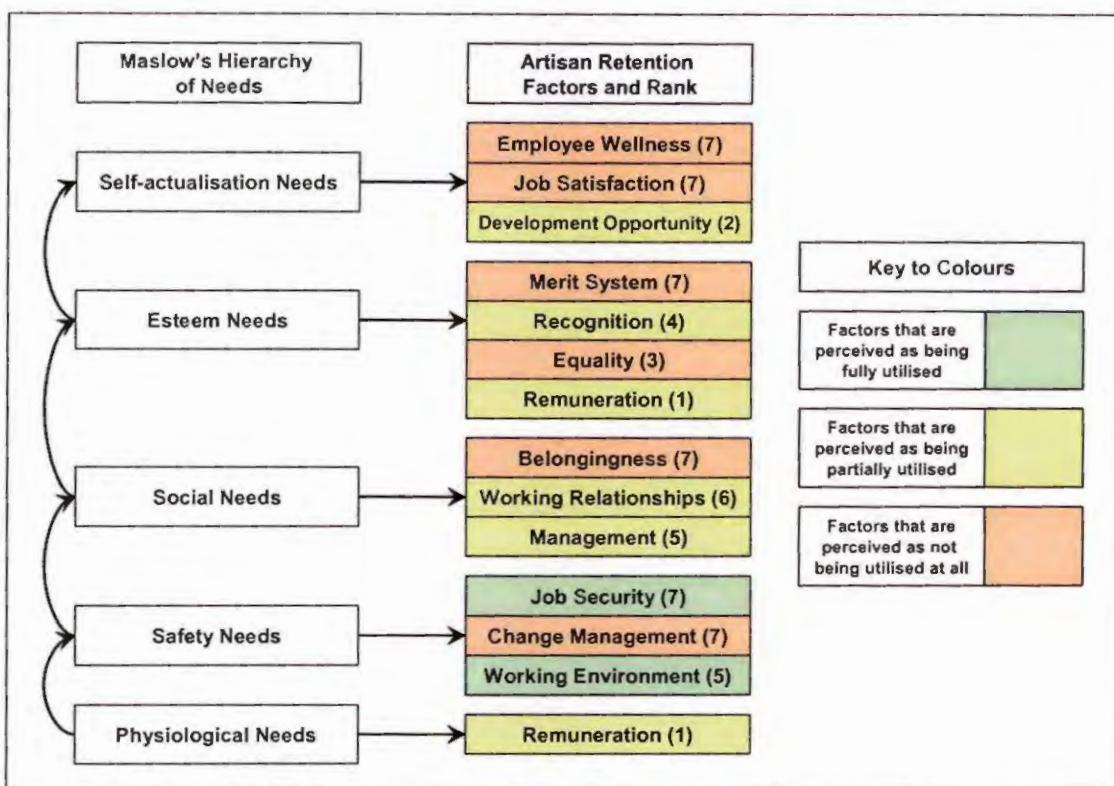


Figure 2. Summary of discussion.

Objective three of this study was to establish the current level of intention to leave among artisans. For the purpose of measuring turnover intention it was decided to divide the participants into two groups by means of an average score of 2,50 out of 5,00. Participants who scored lower than 2,50 were included in the group with low intention to

leave and participants who scored above 2,50 were included in the group with high intention to leave. The mean score of the group with low intention to leave was 1,33, while the mean of the group with high intention to leave was 3,17. Overall, the participants had a mean score of 2,38 out of 5,00 and thus it can be said that on average participants reported a moderate intention to leave score. The spread of the scores was quite large and therefore it can be assumed that while some participants had a strong intention to continue working at the organisation, others were likely to consider alternative offers.

Afolabi (2002) states that when employees receive salaries that are lower than those of others in similar jobs, they become dissatisfied and their intention to leave increases. Keeping in mind that the participants of this study had a moderate intention to leave and that remuneration was ranked as the most important factor for retention, it can be assumed that the artisans are treated equitably when it comes to remuneration.

Objective four of the study was to determine what biographical characteristics might play a role in artisans' intention to leave. With reference to the average age of the participants, the average age of the participants with low intention to leave is 37 years, while the average age of the participants with high intention to leave is 41,25. According to the studies of Campbell (1997), Kidd (1994), Martin (1979) and Weisberg and Kirschenbaum (1991) an increase in age leads to a decrease in the intention to leave, but the results of this study contradict these findings in that the group of participants with low intention to leave is younger than the group of participants with high intention to leave. Seeing that none of the studies mentioned above was done specifically on artisans, this could be an indication that this phenomenon is specific to the artisan environment. From this information one can conclude that the reason why older artisans have a higher intention to leave is that they might be more sought after because of the experience that they have and therefore they are more mobile than the younger artisan, which explains the higher intention to leave scores.

Furthermore, the average number of years of service of the group with low intention to leave is 10,31 years, while the group with high intention to leave has an average of 7,75 years. Weisberg and Kirschenbaum (1991) found that employees with greater tenure

exhibit a lesser degree of intent to change their employer than those with less tenure. The result of this study seems to be consistent with these findings.

In addition, the average rate per hour received by the participants with low intention to leave is R73,66, while the participants with high intention to leave receive R92,56. According to McLaughlin (1991) and Galizzi and Lang (1998), employees who earn wages lower than they might be paid elsewhere are most likely to leave their job. The result of this study contradicts this notion, seeing that the group which has high intention to leave earns more per hour than the group with low intention to leave.

Garcia-Serrano (1998) states that working hours, especially long working hours in the form of overtime, can influence the employee's intention to leave in that the employee will be more likely to leave the organisation. However, this is contradicted by the results of this study, where the participants with low intention to leave work on average 6,5 hours overtime per week, while the participants with high intention to leave work 5,62 hours overtime per week.

According to Weisberg and Kirschenbaum (1991), the intention to leave of the non-married employees outweighs that of the married employees and therefore one can conclude that an employee who is married is less likely to leave the organisation owing to family responsibility. Glass and Riley (1998) support this by stating that married employees make decisions regarding their job based on their kinship responsibilities and children issues. However, the result of this study contradicts the findings of Weisberg and Kirschenbaum (1991) and Glass and Riley (1998) in that most of the employees in the group with high intention to leave are married. This group also has more dependants (1,75 on average per participant) compared with the group with low intention to leave (1,16 per participant).

There is a gap in the literature regarding language, race, employment status and the effects of these factors on intention to leave. The two groups in this study were very similar in language and race and identical in employment status and therefore no conclusion can be drawn regarding these three factors and intention to leave.

In addition, because the entire sample consisted of males, no conclusion was reached regarding gender and turnover intention in this study.

The literature regarding education level and intention to leave is contradictory. Martin (1979) found that as education increases, so does the intent to leave, while Campbell (1997) states that there is no significant correlation between level of education and intention to leave. With regard to the results of this study, the educational level varies between the two groups and both groups have similar levels of education; thus it would seem that the finding of Campbell (1997) that no correlation exists between educational level and intention to leave would be the one more applicable to this study.

Owing to a lack of literature, there are no data to compare the different trades with regard to intention to leave, but the findings do indicate that the group with high intention to leave consists mostly of artisans that follow an instrumental or electrical trade. This might be an indication that these trades are more sought after than the other trades.

Kidd (1994) and Lucifora (1998) state that there is a negative correlation between union membership and intention to leave. Findings of this study indicate that union membership does not seem to have an impact on intention to leave; most of the participants in both groups (high and low intention to leave) do not belong to a union.

Keeping the above in mind, it can be concluded that artisan retention should be managed more from an employee perspective and not from a purely managerial perspective. There are factors inherent to the employee that are important for artisan retention and that organisations might not be aware of. Therefore, communication between management and the employee is of the utmost importance when it comes to identifying the factors for retention and satisfying the needs of artisans. Kaye and Jordan-Evans (2002) support this, stating that when management asks employees about their needs, it allows the employee to feel cared for, valued and important, and this will often lead to stronger loyalty and commitment to the organisation.

RECOMMENDATIONS

Based on the results of this research and the comments of the participants, the following recommendations can be made in terms of the steps that organisations can take to retain their artisans. These steps will be discussed according to the factors identified earlier in the study as being important for artisan retention. In addition, these factors will be discussed in sequence according to Maslow's hierarchy of needs.

1. Physiological

Remuneration: Organisations should provide equitable and fair remuneration that is competitive. Remuneration packages should also be benchmarked more often and remuneration reviews should be done from an employee perspective and not from a managerial perspective. A possible solution that could promote external equity is for the organisation to take part in the same remuneration surveys as their competitors. This will allow the organisation to gain more insight into benchmarking in order to provide more competitive salaries, which might in return lead to fewer employees leaving the organisation for better remuneration packages at other organisations.

2. Safety

Working Environment: One thing that the participants of this study mentioned repeatedly was that the working environment was better because of better ventilation. Therefore, the working environment of artisans can be improved by making sure that there is enough ventilation and that employees are comfortable. For example, there should not be an air conditioner that blows directly onto the workspace of an employee. In addition, the organisation can also ensure that the working environment of the artisans is clean and tidy and that they have the necessary resources to perform optimally. Furthermore, the organisation can ask the artisan to complete a workplace assessment/questionnaire regularly. This questionnaire should ask the artisans to comment on how contented they are with their working environment, whether they would change anything and what they would add or take away from the working environment in order to make it more

enjoyable for them. The answers from this assessment should give a good indication to the organisation as to what should be done in the working environment for the artisans to be able to perform optimally.

Change Management: When implementing change, management must ensure that employees are properly informed of the changes, which will lessen the fear of change. The organisation could implement a change notice board where organisational changes can be explained step by step. In addition, the organisation could also include a change diagram depicting these steps. This diagram could indicate where the organisation currently finds itself in the change process and what the next step will be. Along with such a notice board, management could include a suggestion box which the employees could use to raise concerns or make suggestions about the next step of the change process. The notice board will allow the employees to visualise the change process, while the suggestion box will allow them to participate in the process. In addition to the above, it might also be beneficial for the organisation to consider using more bottom-up approaches when implementing certain changes, instead of using only a top-down approach. This will allow the lower level of employees to feel that they are empowered and that they have participated in the change process. This approach will also increase buy-in. In addition, the organisation could also consider using the services of an external change agent. An external change agent will bring a different perspective to the situation and will challenge the status quo.

Job Security: Although job security relies heavily on the economy and the prevailing business conditions and no employee will ever be totally secure in his or her job, it is important to try to convince employees that their jobs are indeed secure. This can be done by fostering a culture of open communication, meaning that everything that could have an impact on the employee is communicated to him or her in a timely manner. This will ensure that the employees trust the organisation, because should anything change in the financial situation of the organisation and their jobs are no longer secure, they know that they will be informed first of all the possibilities.

3. Social

Management: Meyer (2002) states that whereas managers were previously expected to plan, direct, staff and control, they must now learn to coach, empower and lead. Thus organisations can offer training to management and line managers (group leaders) to improve their interpersonal skills and team management. They can also attend emotional intelligence workshops and workshops on how to give effective and constructive feedback. This is very important, because employees often leave an organisation because of the way that they are being managed, and improving these skills will allow managers to become the best managers that they can be.

Working Relationships: The organisation could conduct informal team-building sessions where everyone, including management, takes part in the activities. This will allow the employees and management to get to know one another and will also aid in fostering a more cohesive unit. Management could also open the lines of communication between departments by allowing different departments to socialise at team-building sessions. This will allow the departments to work together more effectively. In addition, the organisation could start a suggestion portal where employees can make suggestions on how to improve the organisation. Employees can e-mail their suggestions to a specific e-mail address created for this purpose. Together with the suggestion portal, the organisation could look into starting a monthly employee newsletter. In this newsletter management could credit employees who have performed exceptionally well during the previous month, as well as give credit to the employee or manager who has made a worthy suggestion via the suggestion portal that will be implemented.

Belongingness: Being part of a "family" at the organisation is very important for employees, seeing that many friendships are formed at work and employees feel strong attachments to these friends. The organisation can use this network to their advantage as a retention strategy by starting some form of club or social group so that employees can work and play together. This will help increase the internal social networks and bind the employee to the organisation.

4. Esteem

Remuneration: Remuneration reviews should be done regularly and should the employees have excelled in their vocation, the results should be translated positively into the remunerative earnings of the employees. In addition, the monthly employee newsletter, mentioned previously in the working relationships section, can be used to give recognition to top performers.

Equality: It is recommended that organisations should look critically at the special measures and policies that are used to enable designated groups to compete with the other employees on an equal footing. Organisations should ensure that these special measures and policies are effective and that they do not alienate and, in fact, discriminate against the other employees. This can be ensured by not making these special measures permanent; in other words, the special measures should end when the designated group has achieved an equal position with other employees.

Recognition: The organisation should ensure that they foster a “Thank you” culture. This means that the organisation should have formal programmes for rewarding employees for outstanding service. Such rewards do not have to be linked to monetary value at all, but could simply mean that, for example, the employee could leave work an hour earlier on a Friday or that the employee could come to work an hour later on a weekday. Line managers should also be given the authority to apply these measures of recognition.

Merit System: Management must ensure that it communicates the results of the performance review to the employee in a timely manner. In addition, merit results should also not be a surprise to the employee; therefore, regular performance management sessions should be held during the course of the year so that the employee knows how he is performing and what to expect. In addition, the organisation can consider having more job grades for the artisans; for example, a job grade for an electrician could consist of four different grades, which would allow the merit results to make a real difference.

5. Self Actualisation

Development Opportunity: The organisation should encourage succession planning and identify roles for which employees may be suited. It can also invest in cross-training, job shadowing, coaching, mentoring and cross-experience. It might also be beneficial for the organisation to run a mentoring and coaching programme for the new employees, where only the top performers are allowed to get involved. Being a coach or mentor in this programme should be viewed as a status symbol so that other employees can also aspire to becoming one.

Job Satisfaction: Organisations should make sure that the employees are enjoying their jobs; if they are not, try to establish why they are not experiencing job satisfaction. Nobody wants to do a job that he does not enjoy and therefore it is of utmost importance that the artisans experience job satisfaction. Robbins (2003) states that promotional opportunities, supervision, working relationships between co-workers, working conditions and remuneration are factors that influence job satisfaction. Nkonka (1999) adds that job satisfaction refers to what people like and dislike about their jobs, how they feel about their jobs and their individual attitudes towards their work. It is recommended that the organisation focus more intensely on establishing the likes, dislikes and attitudes of their employees regarding their jobs. This can be done by allowing employees to complete a job satisfaction questionnaire or by allowing management to conduct regular interviews with employees to establish their job satisfaction.

Employee Wellness: The organisation can train its employees to be on the lookout for stressors and its leaders to help employees in stressful positions. In addition, management can introduce healthier snacks at meetings and healthier lunch options. Management can also arrange for regular health check-ups in which the management team personally can take part, which will encourage employee participation.

One last step and the most important one of all is to make sure that retention is tracked and measured, because if it is not measured, there is no proof that it works (or that it is not working).

In terms of future research, it is recommended that, in order to obtain a more representative sample, artisans from various organisations and in different industries should be studied. There is also a call from this researcher for future studies to focus on using questionnaires as a data collection method in order to be able to generalise the results. Factors flowing from this research can be used in the construction of the questionnaires. In addition, the extent of the possible influence of the retention factors on the intention to leave should be explored. Future research should also investigate the views of female artisans regarding the perceived importance of these factors for artisan retention. It might be beneficial for future researchers to validate Maslow's hierarchy of needs for the purpose of artisan retention, by making use of a longitudinal study.

LIMITATIONS

The researcher experienced difficulty in finding research material from the literature to apply in the study, which focused specifically on artisan retention and the factors that could be used to retain artisans.

The findings of this study are limited owing to the fact that it was mainly a qualitative study and therefore the findings cannot be applied to other contexts.

With regard to the sample, only employees from one department of the organisation were interviewed and not the complete organisation. Moreover, the entire sample consisted of male participants, which limited the applicability of these findings to the female gender.

Another limitation is that the research was done from an artisan's perspective. There are other opinions, such as those of management and the Human Resources department, that were not solicited in this research. The incorporation of these views into the research might have yielded different results regarding the factors that are currently being implemented for artisan retention, as it could have placed the factors in a slightly different context.

REFERENCES

- Abraham, S. (2007). Employee retention requires person-centered plan. *Construction News*, 74(14), 12-13.
- Afolabi, A. C. (2002). Influence of organisational climate and locus of control on job satisfaction and turnover intentions. *Nigerian Journal of Psychology*, 19(1), 102-113.
- Bassi, L.J., & Van Buren, M.E. (1999). Sharpening the leading edge. *Training & Development*, 53., 23-32.
- Blaine, S. (2006, September 20). Solidarity works on homegrown solution to SA's desperate shortage of artisans. *Business Day*, p. 1.
- Buhler, P. M. (2003). Managing in the new millennium. Understanding the manager's motivational tool bag. *Supervision*, 64(12), 20-22.
- Burmeister, S. (2008). *Landelahni mining survey report 2008*. Retrieved May 20, 2009, from www.landelahni.com.
- Campbell, C. M. (1997). The determinants of dismissals, quits and layoffs: A multinomial logit approach. *Southern Economic Journal*, 63(4), 1066-1073.
- Caudron,S. (1993). Motivation? Money's Only No. 2. *Industry Week*, 242(22), 33.
- Centre for Development and Enterprise. (2007, October 6). *The skills revolution: Are we making progress?* In *CDE In Depth Report*. Retrieved March 20, 2008, from http://www.cde.org.za/attachment_view.php?aa_id=196
- Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment*, 7(3), 309-319.
- Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage Publications.
- Creswell, J. W., & Clark, V. P. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage Publications.
- De Lange, J. (2007, November 22). *Anglo Platinum skaal sy verwagte produksie vir die jaar verder af* [Anglo Platinum further decreases its production for the year]. *Beeld*. Retrieved March 20, 2008, from <http://152.111.1.251/argief/berigte/beeld/2007/11/22/B1/3/jlplatarbeid.html>
- Department of Labour. (1993). *Occupational Health and Safety Act*. Retrieved September 22, 2009, from <http://www.labour.gov.za>
- Dibble, S. (1999). *Keeping your valuable employees*. New York: John Wiley & Sons Inc.

- Garcia-Serrano, C. G. (1998). Worker turnover and job reallocations: The role of fixed-term contracts. *Oxford Economic Papers*, 50(4), 709-725.
- Galizzi, M., & Lang, K. (1998). Relative wages, wage growth and quit behavior. *Journal of Labor Economics*, 16(2), 367-391.
- Glass, J. L., & Riley, L. (1998). Family responsive policies and employee retention following childhood. *Social Forces*, 76(4), 1401-1435.
- Gould, S. E., & Penley, L. E. (1985). A study of the correlates of the willingness to relocate. *Academy of Management Journal*, 28(2), 472-478.
- Griffeth, R. W., & Hom, P. (2001). *Retaining valued employees*. Thousand Oaks, CA: Sage Publications.
- Grobler, P., Wärnich, S., Carrell, M. R., Elbert, N. F., & Hatfield, R. D. (2006). *Human Resource Management in South Africa* (3rd ed.). London: Thomson Learning.
- Harris, J., & Brannick, J. (1999). *Finding and keeping great employees*. New York: American Management Association.
- Jordaan, N., & Barry, M. L. (2009). Investigating the reasons for lack of skilled artisans in South Africa: The perspective of artisans. *South African Journal of Engineering*, 20(1), 173-184.
- Kaye, B., & Jordan-Evans, S. (2002). Retention in tough times. *Training and Development*, 56(1), 32-37.
- Kidd, M. P. (1994). Some Canadian evidence on the quit/layoff distinction. *Canadian Journal of Economics*, 27(3), 709-733.
- Kleynhans, J. (2007, Aug). *Memorandum to the Chamber of Mines*. Retrieved March 20, 2008, from <http://www.solidaritysa.co.za/Home/wmview.php?ArtID=387>
- Lane, R. C. (2007). *The mediating effect of locus of control between role overload, job satisfaction and subsequent turnover intention*. Unpublished master's dissertation, North-West University, Potchefstroom.
- Levin, A., Mor Barack, M. E., & Nissly, J. A. M. (2001, December). Antecedents to retention and turnover among child welfare, social work and other human services employees: What can we learn from past research? *Social Service Review*, 75(4), 626-661.
- Lucifora, C. (1998). The impact of unions on labour turnover in Italy: Evidence from establishment level data. *International Journal of Industrial Organization*, 16(3), 353-376.

- Lundin, R. W. (1996). *Theories and systems of psychology* (5th ed.). Lexington, MA: Heath.
- Maré, Z. (2007). *Leader empowering behaviour, organisational commitment and turnover intention within the gold mining industry*. Unpublished master's dissertation, North-West University, Potchefstroom.
- Martin, T. N. (1979). A contextual model of employee turnover intentions. *Academy of Management Journal*, 22(2), 313-324.
- Maslow, A. H. (1970). *Motivation and personality* (2nd ed.). New York: Harper & Row.
- McCarter, J., & Schreyer, R. (2000). *Recruit and retain the best*. Manassas Park, VA: Impact Publications.
- Mengel, D. (2001). Top ten ways to retain high performance. *People Dynamics*, 19(9), 23-33.
- Meyer, M. (2002). *Managing Human Resource Development: An outcome-based approach* (2nd ed.). Durban: LexisNexis Butterworth.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Morse, J. M. (1991). Approaches to qualitative-quantitative methodological triangulation. *Nursing Research*, 40(2), 120-123.
- Newell, S. (2002). *Creating the healthy organization. Well-being, diversity & ethics at work*. London: Thomson Learning.
- Nkonka, N.S. (1999). *Levels of job satisfaction of teachers in the Bloemfontein-West district*. Unpublished master's dissertation, University of the Free State, Bloemfontein.
- Parasuraman, S. (1982). Predicting turnover intentions and turnover behaviour: A multivariate analysis. *Journal of Vocational Behavior*, 5(1-2), 111-121.
- Parker, O., & Wright, L. (2000). Pay and employee commitment: The missing link. *Ivey Business Journal*, 65, 70-79.
- Phillips, J. J., & O'Connell, A. (2003). *Managing employee retention: A strategic accountability approach*. Amsterdam: Elsevier/Butterworth-Heinemann.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *The Journal of American Academy of Business*, 21(1), 52-63.

- Robbins, S. P. (2001). *Organizational behavior* (9th ed.). Upper Sadle River, NJ: Prentice Hall.
- Robbins, S. P. (2003). *Organisational behaviour: Global and South African Perspective*. Cape Town: Pearson Education.
- Sarantakos, S. (1998). *Social Research*. Basingstoke, Hants: Macmillan Press.
- Sexton, R. S., McMurtrey, S., Michalopoulos, J. O., & Smith, A. M. (2005). Employee turnover: A neural network solution. *Computers and Operations Research*, 32(10), 2635-2651.
- Simpson, L. (2002). War for talent. *Global HR*, 54, 58-59.
- Sjöberg, A. & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, 41(3), 247-252.
- Smith, B. J., Cho Tang, K., & Nutbeam, D. (2006, September 7). WHO Health Promotion Glossary: New terms. Retrieved March 20, 2008, from <http://www.who.int/healthpromotion/about/HP%20Glossay%20in%20HPI.pdf>
- Snyder, C.R., & Lopez, S. J. (2002). *Handbook of positive psychology*. New York: Oxford University Press.
- Struwig, F. W., & Stead, G. B. (2001). *Planning, designing and reporting research*. Cape Town: Pearson Education.
- Sutherland, M., & Jordaan, W. (2004). Factors affecting the retention of knowledge workers. *South African Journal of Human Resource Management*, 2(2), 55-64.
- Taylor, S. (2002). *The employee retention handbook: Developing practice*. London: CIPD Publishing.
- The Harvard Business School. (2006). *The Results-driven manager. Retaining your best people*. Boston: Harvard Business School Publishing.
- The University of Minnesota. (2009). *Employee development*. Retrieved September 22, 2009, from <http://www1.umn.edu/ohr/toolkit/development/index.html>
- Thompson, L. L. (2004). *Making the team. A guide for managers*. Upper Saddle River, NJ: Prentice Hall.
- Totta, J. M. & Burke, R. J. (1995). Integrating diversity and equality into the fabric of the organization. *Women in management*, 10(7), 32-39.
- Trimble, D. E. (2006). Organisational commitment, job satisfaction, and turnover intention of missionaries. *Journal of Psychology and Theology*, 34(4), 349-360.

Van der Merwe, A. (2008). Workplace wellness. Rands and sense. *HR Highway*, 2(2), 24-27.

Vigoda-Gadot, E., & Ben-Zion, E. (2004). Bright shining stars: The mediating effect of organisational image on the relationship between work variables and army officers' intention to leave the service for a high-tech industry job. *Public Personnel Management*, 33(2), 201-223.

Weisberg, J., & Kirschenbaum, A. (1991). Employee turnover intentions: Implications from a national sample. *The International Journal of Human Resource Management*, 2(3), 359-375.

CHAPTER 3

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

The purpose of this chapter is to provide conclusions regarding the results of the study with respect to the research objectives which were identified for this study. Furthermore, limitations of the study are discussed. Finally, recommendations for the organisation and further research are made.

3.1 CONCLUSIONS

Conclusions are drawn in the following section in respect of the specific research objectives that were set in Chapter 1 and the findings obtained in the present study.

To determine the most important factors for the retention of artisans.

The results indicated that remuneration was ranked as the most important factor for artisan retention, as perceived by the artisans. Second most important was development opportunity. The other factors that artisans expressed as being important for artisan retention included equality (ranked third), recognition (ranked fourth), management and the working environment (ranked fifth), working relationships (ranked sixth) and change management, job security, belongingness, the merit system, job satisfaction and employee wellness all jointly ranked in seventh place. As can be seen from the above factors that were identified by the participants, it is clear that retention cannot be accomplished purely by making use of remuneration as a strategy.

For the purpose of this study, Maslow's hierarchy of needs theory was used to guide the research. The factors that were identified by the participants were segregated so that each fell within one of the levels of Maslow's hierarchy. In the resulting groupings, only one factor could be distinguished as being a possible physiological need, namely remuneration. Factors such as the working environment, change management and job security were identified as possible safety needs, while management, working relationships and belongingness were included as possible social needs. These concluded the possible deficiency needs. Possible factors that could be included as part

of the esteem needs were remuneration, equality, recognition and the merit system, while possible self-actualisation needs were identified as being development opportunity, job satisfaction and employee wellness.

To examine how many of these factors are currently being used by the organisation for retention.

Results showed that only two factors were perceived as being fully utilised by the organisation for retention: the working environment and job security. Both of these factors were perceived by the participants as being of low importance and they received a ranking of fifth and seventh place respectively. Factors that were of high importance to the participants, such as remuneration, development opportunity, recognition and management were perceived as being only partially utilised for the retention of artisans. Although equality is also perceived as a factor of high importance (ranked third), participants did not view this factor to be utilised at all for artisan retention. Working relationships received a ranking of sixth place and, according to participants, this factor is also only partially utilised. Factors that were perceived to be of low importance, such as the merit system, job satisfaction, change management, belongingness and employee wellness were also not being utilised at all by the organisation, according to the views of the participants.

To establish the current level of intention to leave among artisans.

Results showed that the mean score of the group with low intention to leave was 1,33, while the mean of the group with high intention to leave was 3,17. Overall, the participants had a mean score of 2,38 out of 5,00 and thus it can be said that on average participants reported a moderate intention to leave score. The spread of the scores was quite large and therefore it can be assumed that while some participants had a strong intention to continue working at the organisation, others were likely to consider alternative offers.

To establish what biographical characteristics might play a role in artisans' intention to leave.

The results indicated that there might be a negative relationship between the biographical characteristics of years of service and overtime per week (hours) and intention to leave, and a positive relationship between the biographical characteristics of marital status and number of dependants and intention to leave. The average rate per hour might positively affect intention to leave in that the results showed that artisans who earned more per hour also had a higher intention to leave score. Union membership and educational level were not perceived as having the potential to influence intention to leave. The results indicated, moreover, that the trade of the artisan might have an influence on intention to leave, because the group with high intention to leave consisted mostly of artisans following an instrumental or electrical trade, which might be an indication that these trades are more sought after than the other trades. No conclusion could be reached regarding the biographical characteristics of language, race, employment status and gender because the intention to leave results varied amongst the different language and race categories and the sample consisted entirely of permanently employed males.

To recommend steps that organisations can take regarding artisan retention.

The steps were specified on the basis of the retention factors that were identified and according to the level of these factors in Maslow's hierarchy of needs.

3.2 LIMITATIONS OF THE RESEARCH

To place these results in proper context, the following limitations must be considered.

The researcher experienced difficulty in finding research material from the literature to apply in the study, which focused specifically on artisan retention and the factors that could be used to retain artisans.

The findings of this study are limited owing to the fact that it was mainly a qualitative study and therefore the findings cannot be applied to other contexts.

With regard to the sample, employees from only one department and not the complete organisation were interviewed. In addition, the entire sample consisted of male participants, which limited the applicability of these findings to the female gender.

Another limitation is that the research was done from an artisan's perspective. Admittedly, there are other opinions, such as those of management and the Human Resources department, that were not solicited in this research. Had these views been incorporated into the research, the results might have been different with regard to the factors that are currently being implemented for artisan retention.

3.3 RECOMMENDATIONS

Recommendations are made with regard to the relevant organisation, as well as with regard to future research.

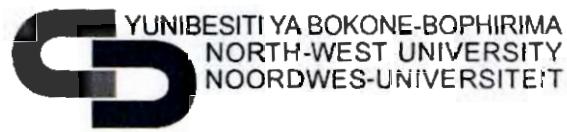
3.3.1 Recommendations for the organisation

Artisans might perceive the retention factors as having different levels of importance, therefore it is not recommended that the organisation isolate and focus on only one or two factors in order to guarantee the retention of artisans. It is recommended that a holistic approach be followed when making use of these factors to retain artisans, and also that the organisation tailor its retention strategy to fit the individual needs of the artisans. It is also important for the organisation to take note that the retention strategy is the responsibility of the entire management team and not only a selected few, because management in its entirety must make an effort to understand the needs of the employees and the correct implementation of the retention strategy that will best suit the needs of the particular employees that they are managing. In addition, management must also be aware that the success of a retention strategy is greatly dependent upon the managing and tracking of the results; any mistakes on their part in managing the strategy could lead to unnecessary costs that could severely affect the bottom line of the organisation.

3.3.2 Recommendations for further research

Future research should continue examining artisan factors, but data should be gathered from various organisations and different industries in order to obtain a more representative sample. Future studies should also focus on using questionnaires as data collection method in order to be able to generalise the results. Factors following from this research can be used in the construction of the questionnaire. In addition, future research can focus on investigating the extent to which the retention factors might influence the intention to leave. The views of female artisans regarding the perceived importance of these factors for artisan retention should also be investigated when doing future research. It might be beneficial for future researchers to validate Maslow's hierarchy of needs for the purpose of artisan retention, by making use of a longitudinal study.

APPENDIX A: LETTER TO REQUEST PARTICIPATION



TITLE OF RESEARCH PROJECT: Managing Artisan Retention

Dear Participant

I, Lariska van Rooyen (Identity Number 8401110102086), am a Master's Degree student in Industrial Psychology Counselling at the North-West University's Vaal Triangle Campus. As part of my degree I am expected to complete a research project and hand in a mini-dissertation. The topic that I have chosen is Managing Artisan Retention.

I would hereby like to take this opportunity to ask your permission to include you in my research project. Your contribution to this study is extremely important and its success depends on the number of participants who take part in the interviewing process.

AIM AND NATURE OF THE STUDY

The aim of this research project is to generate more in-depth knowledge regarding the factors that could have an influence on artisan retention. Semi-structured interviews will be used to address the above aim of the study. With a current shortage of qualified artisans in the labour sector and with artisan turnover figures on the increase, the importance of further research on this topic would be of particular interest to the industry.

RESEARCH PROCEDURE

1. During the semi-structured interviews, the questions will be guided by a pre-determined list of questions.
2. The interview will allow you the opportunity to voice your opinion about the factors that you deem important for artisan retention.
3. It is important to note that there are no correct or incorrect answers.
4. No preparation is required for the interview.

NOTICE OF NOTE-TAKING

It is brought to your attention that during the interviews the researcher will be making notes of your answers in order to ensure that valuable information provided by you is preserved and analysed within the appropriate context.

DECLARATION OF CONFIDENTIALITY

Your opinion is considered strictly confidential and therefore I can assure you that *all* the information received during the interview will remain confidential and

anonymous and that it will only be used for research purposes. No data published in dissertations or journals will contain any particulars that could identify you as a participant in this study and therefore your anonymity is assured.

POSSIBLE BENEFITS DERIVED FROM THE STUDY

The information gained from these interviews will be used to make recommendations regarding artisan retention, which can in future prove to be particularly useful to the industry in improving or enhancing their artisan retention strategies. More importantly, though, this study could ensure a better understanding of the factors that are important for artisans in order to be retained.

INFORMATION

Should you require more information, please feel free to make contact with Lariska van Rooyen (Master's Degree student) by phoning either the project leader, Mr Danie du Toit, at 016 910 3410 or the assistant project leader, Ms Elrie Botha, at 016 910 3411.

WITHDRAWAL OF PARTICIPATION

Your participation is voluntary and you can withdraw from the interview at any given point should you request to do so.

DECLARATION OF CONSENT

I, _____ (Full names), the undersigned, have read through the information provided about the research project and declare that I fully understand the contents thereof. I was given the opportunity (if so preferred) to discuss any aspects of the project with the researcher and hereby agree to participate in the project.

I would hereby like to exempt the University or any employee or any student of the University from any liability incurred by me during this project.

I furthermore waive my right to institute any claims whatsoever against the University which may arise during the running of this project or from the conduct of any person involved in the project, except for claims arising from the negligent conduct of the University or its employees or students.

I have received a copy of the consent form.

Signature of participant: _____

Signed at _____ on _____

APPENDIX B: INTERVIEW QUESTIONS

1. Identify the main reasons why you think this company is losing artisans
2. What would make you stay with this company?
3. If you were in charge of this company, what would you change in order to keep artisans with the company?
4. What might persuade you to join another company?
5. It is said that artisans want more from a job than money; what more would you want?
6. What is most energising about your work?
7. Is the company fully utilising your talents?
8. What is inhibiting your success at the company?
9. What can the company do to best assist you in reaching your career goals?
10. What else, apart from your job, matters to you in life?
11. What else concerning your career are you hoping for in the near future?
12. What would you change about the company if you could?
13. What do you like least about your job?
14. What do you like most about your job?
15. What do you like most about the organisation?
16. What opportunities for career advancement are you offered at this company?
17. What career opportunities would you like to be offered?
18. How would you describe the team that you're working with?
19. To what extent is your salary in line with the type and quantity of the work you do?
20. How satisfied are you with your salary?
21. To what extent do you have job security?
22. Do you have trust in the financial stability of the company?
23. What percentage increase in salary were you offered the previous year?
24. What do you think of your physical working environment?
25. What do you think of the work hours?
26. Would you be interested in Wellness in the workplace? (Explain Wellness)
Wellness can be seen as the optimal state of health of individuals and groups.
Would you be interested in stress management workshops?
27. What type of pressure do you experience in your work and how much?

28. Do you experience any communication problems (between departments and between you and management)?
29. How willing is your manager to support you with regard to any problems that you might have?
30. In your opinion, are problems satisfactorily solved? Please explain.
31. How would you describe the general atmosphere in the workshop and the attitude of your colleagues?
32. What do you think about the image of the company?
33. How do you suggest the image be improved?
34. Which aspect of the company's system frustrates you (e.g., rules, structure, administrative procedures, etc.)?
35. How often do you get feedback on your work?
36. How often are your job-performance requirements and expectations clarified?

