



**UNIVERSITY OF CAPE TOWN
SCHOOL OF MANAGEMENT STUDIES**

**DOES LOCATION MATTER? AN INVESTIGATION INTO THE FACTORS
INFLUENCING EMPLOYEES' INTENTION TO STAY IN A MULTINATIONAL
ORGANISATION.**

by
Samantha Ann Sampson
(SMPSAM003)

A dissertation submitted in partial fulfilment of the requirements for the award of the Degree
of Master of Philosophy in People Management

Faculty of Commerce

2017

Primary Supervisor: Suki Goodman

Co-Supervisor: Anneli Hardy

COMPULSORY DECLARATION:

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works of other people has been attributed, cited and referenced.

Signature:

Date: 18 February 2018

Signed by candidate

The copyright of this thesis vests in the author. No quotation from it or information derived from it is to be published without full acknowledgement of the source. The thesis is to be used for private study or non-commercial research purposes only.

Published by the University of Cape Town (UCT) in terms of the non-exclusive license granted to UCT by the author.

The copyright of this thesis vests in the author. No quotation from it or information derived from it is to be published without full acknowledgement of the source. The thesis is to be used for private study or non-commercial research purposes only.

Published by the University of Cape Town (UCT) in terms of the non-exclusive license granted to UCT by the author.

Acknowledgements

I would firstly like to thank my supervisor, Associate Professor Suki Goodman. Your patience and support throughout this journey has been incredible and I will always be so grateful. Your feedback was always concise and constructive. In addition, I would like to thank my co-supervisor, Anneli Hardy, for all the time spent assisting me with the statistics portion of the dissertation.

I would also like to send a huge and heartfelt thank you to my husband, work colleagues, friends and family who supported me over the past year. The extra help at work and at home did not go unnoticed and I will always be grateful. The unconditionally encouragement made me remain motivated throughout the journey.

Lastly, I would like to thank my organisation, Prodigy Finance, for allowing me to use their employees as participants in this study.

Abstract

Globalisation and the skills shortage worldwide has increased the mobility of employees, and in turn, given employees access to more job opportunities globally. The mobility of employees makes employee retention more challenging than ever before. The topic of employee retention has been vastly researched over the years and human resource practitioners have identified multiple factors which influence employees' intention to stay. This study focuses on six variables which were found to influence an employee's intention to stay: job satisfaction, supervisor support, compensation, career advancement, work-life balance and affective commitment. The study assessed whether the factors which influence employees' intention to stay differed between the locations of an international financial-technology organisation, Prodigy Finance. There are 98 participants in the sample. The data was collected via a self-administered online survey. Results show that whilst the six variables do influence the employees' intention to stay within the organisation as expected, the employees' perception of work-life balance and compensation differed between locations. The employees' perception of work-life balance in London and the employees' perception of compensation in New York had more of an influence on their intention to stay, compared to the other locations. Suggestions for future research, limitations and other implications are discussed.

Key words: intention to stay, multinational organisation, job satisfaction, compensation, supervisor support, affective commitment, work-life balance, career advancement, London, New York, Cape Town

Table of Contents

Acknowledgements	i
Abstract	ii
Chapter 1: Introduction	1
1.1. Introduction to the study	1
1.2. Case Study for the Dissertation	2
1.2. Research Questions	4
1.4. Structure of the dissertation	4
Chapter 2: Literature Review	5
2.2. Factors which influence employee intention to stay	5
2.2.1. The relationship between job satisfaction and intention to stay	7
2.2.2. The relationship between career advancement and intention to stay	9
2.2.3. The relationship between supervisor support and intention to stay	10
2.2.4. The relationship between work-life balance and intention to stay	12
2.2.5. The relationship between compensation and intention to stay	13
2.2.6. The relationship between affective commitment and intention to stay	14
2.3. Employee Retention in a Multinational Organisation	15
2.4. Summary	18
Chapter 3: Methodology	19
3.1. Research Design	19
3.1.1. The Sample	19
3.1.2. The Measurement Instrument	21
3.2. Procedure	23
3.3. Analysis	24
Chapter 4: Presentation of Results	26
4.1. Exploratory Factor Analysis	26
4.2. The Reliability Analysis	32
4.3. Descriptive Statistics	33
4.4. Correlation Analysis	35
4.5. Regression Analysis	37
4.5.1. Analysis of Means and Variances	38
4.6. Summary of hypothesis	43
Chapter 5: Discussion of results and conclusion	45
5.1. Contributions of the present study	45
5.2. Psychometric properties of the measurement scales	46
5.3. Factors influencing employee intention to stay	47
5.3.1. Differences across locations	50
5.4. Study Limitations and Suggestions for Future Research	52

5.5. Theoretical Contributions	53
5.6. Practical Implications	54
Chapter 6. Conclusion	55
7. References	56
Appendices	65
Appendix A.....	65
Appendix B.....	67
Appendix C.....	69
List of Tables	
Table 3.1	15
Table 3.2	16
Table 4.1	23
Table 4.2	23
Table 4.3	24
Table 4.4	25
Table 4.5	26
Table 4.6	27
Table 4.7	28
Table 4.8	28
Table 4.9	29
Table 4.10	30
Table 4.11	31
Table 4.12	33
Table 4.13	34
Table 4.14	35
Table 4.15	36
Table 4.16	37
Table 4.17	40
List of Images	
Image 4.1	38
Image 4.2	39

Chapter 1: Introduction

1.1. Introduction to the research study

Retention of employees within an organisation is critical because an organisation's success is highly dependent on the skills, knowledge and experience of their employees (Aldamoe, Yazam & Ahmid, 2012). The success of a business revolves around the people (Barber & Strack, 2005). Whilst technology is at the front and centre of today's digital world, organisations must not forget about the important people behind the scenes (Ferres, 2005). The skill set of an organisation's workforce is their most important resource and they rely on this in order to achieve success and a competitive advantage in the marketplace (Elsaid, 2012).

In the current world of globalisation, demographic change and international migration workforces are becoming more diverse which in turn, has resulted in a greater variety of knowledge, skills, experience and attitudes. The increase in diversity can contribute positively to an organisation's performance in a highly competitive global business market due to the increased skills and knowledge available (Coetzee & Gunz, 2012). Should the workforce, and the subsequent diversity, not be managed properly, and there will be challenges in communication and destructive interpersonal conflict will begin to develop which will in turn, increase turnover (Elsaid, 2012). Due to the global skills shortage and the increase in career mobility for professional and skilled workers, employee engagement and retention is more significant than ever before.

The behaviour of employees is shaped by the organisational culture, which in turn is influenced by the national culture of the country the office is situated in (Buchanan and Huczynski, 2004, cited in Ahmed, 2015). Moran, Harris and Moran (2007, cited in Alarabi & Wingardh, 2010) also found that the employee's nation, tribe or religious group, and the profession or organisation they belong to, will influence their behaviour. They are influenced by their own national culture to a larger extent than the national culture of the geographical location they are working in, if the cultures are different (Ahmed, 2015). There is thus constant tension between global integration and local adaption in multinational organisations (Ngo, Turban, Lau, & Lui, 1998). Organisations need to ensure their employees resonate with the values, beliefs and customs adapted within their organisation. Thus, multinational organisations need to be aware

of the international organisational culture of the whole organisation and the diversity of the individual cultures of the various employees therein.

Due to globalisation and the consequent increase in the number of multinational organisations, employers need to understand the factors which influence their employees' intention to stay and whether these factors differ between locations. In the review of the literature, numerous factors were found to influence an employees' intention to stay with an organisation.

For the purposes of this dissertation, the factors which will be used to assess employees' intention to stay are job satisfaction, supervisor support, compensation, work-life balance, affective commitment and career advancement. These factors were chosen based on the organisation's preference as to which factors appeared dominant, as per the internal anecdotal evidence. The factors will be analysed within a financial technology (fintech) multinational organisation, Prodigy Finance, with offices located in Cape Town, London and New York. The research will aim to identify whether the factors which influence employee intention to stay differ between these locations.

1.2. Case Study for the Dissertation

The research was completed in one organisation and identifying the factors which influence the employees' intention to stay is a critical human resource (HR) question in the applied setting. In 2016 Prodigy Finance introduced work-life balance benefits, in an attempt to positively influence their employees' intention to stay. However, the HR department found that employees from different locations were influenced by different benefits and retention initiatives. Based on these anecdotal findings, the HR department wants to understand whether retention strategies differ between their office locations.

73 percent of the employees are millennials which indicates that the majority of the workforce consider their knowledge and skills as a source of employment mobility, rather than career growth at one employer (Rasmus, 2007). In addition to the risk of turnover due to the employment mobility of the workforce, the retention of employees is critical at Prodigy Finance because the time and resources invested into recruiting new employees is costly. In 2016, the organisation's HR team reviewed 6,499 job applications and conducted 1,058

interviews to ensure the right candidates were recruited to fill the vacancies. Based on the assumption that an average interview at Prodigy Finance takes approximately one-hour, an average of 17 hours is dedicated to hiring one employee into the organisation. These hours exclude the time spent by HR on headhunting, networking and searching for appropriate candidates. Once employees start, they spend two full days in on-boarding training sessions, receive two weeks on-the-job training and weekly one-on-one meetings with their line manager for their first three months. This amounts to a minimum financial investment of R12,000 per person, based on the average hourly rate of a middle manager within the organisation. This demonstrates that the organisation invests a substantial amount of time and resources into sourcing top talent and equipping those selected to perform in their roles.

Prodigy Finance observed that technology giants, such as Google and Facebook, were receiving praise for introducing generous work-life balance benefits. Consequently, Prodigy Finance increased its leave allocations for all their offices with an aim to improve their employees' perception of their work-life balance. Whilst the HR department assumed these benefits would retain and motivate staff, the feedback from staff was that the additional leave does not positively influence employees' intention to stay or future career decisions, particularly amongst New York employees. The New York employees informed the HR department that the leave legislation in New York is restricted to a minimum of ten days, which multiple companies comply with. Thus, the employees' friends or family are not able to get time off to share with the employees and consequently the employees' do not feel the time off is a benefit for them and they would rather receive financial benefits and incentives. Anecdotal evidence showed that national differences play a role in the degree to which the benefits are utilised. The HR department found that the increased leave benefit in Cape Town positively influenced the employee's intention to stay because work-life balance appears to be important to South African employees. In contrast, the New York employees requested increased compensation instead of additional leave. The HR team discussed these findings with selected employees in New York and based on this anecdotal evidence, it appears that the working culture in New York does not encourage time off and employees in New York are praised for working long hours and weekends.

The HR team within Prodigy Finance identified that one overarching retention strategy may not work across the various locations within the organisation. This dissertation aims to understand the factors which influence the employees' intention to stay in the organisation and

whether these factors differ between their three locations. It is hoped that these insights will assist the organisation with developing future retention initiatives.

1.2. Research Questions

Based on the challenges within the HR team at Prodigy Finance, the researcher formulated two key research questions which will assist the HR team in identifying which factors influence their employees' intention to stay and whether these factors differ between locations. The questions studied in this dissertation are:

1. To what extent does job satisfaction, career advancement, supervisor support, remuneration, affective commitment and work-life balance influence an employee's intention to stay in a multinational organisation?
2. Does the relationship between the factors and an employee's intention to stay differ between locations; Cape Town, London or New York?

1.4. Structure of the dissertation

The introduction to the dissertation presented the problems being investigated, with additional context into the organisation's challenges. Following the introduction, the literature will be expounded on. The literature review will discuss overall retention and factors which influence an employees' intention to stay and thereafter, each factor will be reviewed independently. Once the six factors have been discussed, multinational organisations will be analysed and aim to surmise whether this study can assume there will be a difference between the employees' perceptions of the factors which influence their intention to stay between locations. The results of the research will be presented and the hypothesis will be tested and discussed. The hypothesis are tested within the context of Prodigy Finance. Thereafter, the discussion will present the results and understand whether this study has any limitations, practical and theoretical implications to the current field of literature.

Chapter 2: Literature Review: Employees' intention to stay

2.1. Introduction

The Literature Review will discuss the factors which influence employees' intention to stay within an organisation. Thereafter, the literature review will discuss multinational organisations and whether one could predict there to be a difference in the factors which influence intention to stay between different office locations.

2.2. Factors which influence employee intention to stay

There are multiple factors which influence employee retention and many of the findings overlap with one another. This section will discuss the factors which influence an employee's intention to stay at an organisation.

Mitchell, Holtom and Lee (2001) stated that there are two perspectives to look at employee retention; the academic and the practitioner's perspective. The academic perspective shows that job satisfaction and job alternatives are the key influencers of employee retention. Employees who are satisfied with their job, reward, environment, opportunities for promotion and tasks while they have less alternative employment opportunities are more likely to stay employed (Mitchell et al., 2001). The practitioner's perspective found that financial rewards are important for retaining talent, where retention bonuses, profit share, housing assistance and spousal and job financial assistance are common (Mitchell et al., 2001). In addition to financial rewards, the practitioners acknowledge that job satisfaction is also important, where techniques like frequent and honest communication and clear performance expectations should be implemented (Mitchell et al., 2001). These findings are useful as there may be discrepancies between the research on employee retention verse the reality of retention within the workplace.

A recent study completed by Kundu and Lata (2017) found that employees can be retained by three R's, namely reward, recognition and respect, and these factors will in turn, improve efficiency, reduce absenteeism, enhance the work environment and increase earnings. Hausknecht, Rodda and Howard (2011) identified twelve determinants which influence one's intention to stay at an organisation. These factors include advancement opportunities,

constituent attachments, extrinsic rewards, flexibility, investments, job satisfaction, lack of alternatives, location, non-work influences, organisational commitment, organisational justice and organisational prestige (Hausknecht et al., 2011). Vos and Meganck (2007) completed a study in Belgium which found that financial rewards and benefits, job enrichment initiatives, career perspective, training and development opportunities, a supportive work environment and initiatives to improve work-life balance influence retention. It is evident that there are various factors which influence employee retention. Due to the multiple factors, blanket retention strategies may be disadvantageous because an organisation may want their strategies to retain their most valued employees whilst not appealing to their average and low performers (Hausknecht et al., 2011).

Vos and Meganck (2007) found that employees leaving an organisation are influenced by the employment relationship and the psychological contract. The psychological contract is the “individual’s beliefs regarding the terms and conditions of the exchange agreement between themselves and their organizations” (Vos & Meganck, 2007, p.45). In order for organisations to address the psychological contract, the employer needs to realise the contract lies in “the eyes of the beholder” and one needs to manage the employee’s perceptions of what they should be gaining from the employment relationship (Vos & Meganck, 2007). If an employee feels satisfied with what they are getting out of their job and they feel their promises have been met, they are more inclined to stay at the organisation (Vos & Meganck, 2007). The psychological contract is an important factor to consider when an organisation is implementing retention strategies.

An employee will be loyal and committed to an organisation if they feel they are being treated fairly and supported and cared for (Al-Emaid, Scheabenland & Wei, 2015). A supportive work environment is critical for employee engagement (Kundu & Lata, 2017). In a supportive work environment, employees feel supported and encouraged and the factors which influence the environment include supervisor support, organisational support and peer support (Kundu & Lata, 2017). Research found that organisation support will build affective commitment among employees and strengthen their emotional connection with the organisation (Kundu & Lata, 2017).

Employees will stay at an organisation if they feel the benefits of remaining employed outweigh the risks of them leaving (Son, 2016). Son (2016) provided practical examples where

employees work hard but are not recognised for their efforts or they work hard but they are not paid well. Employees may realise they are in a terrible working environment, they are picking up too much slack for their co-workers or managers hold a different set of standards and rules for their top employees. These examples identify when an employee may feel the benefits of them staying at an organisation does not outweigh the risk of them leaving. Son's (2016) findings highlighted that recognition, financial rewards, working environment and management style are key retention factors which need to be considered when implementing retention strategies in the workplace.

Glen (2006) found nine factors which directly predict employee engagement which will in turn influence the retention of employees within an organisation. Glen's (2006) nine factors include organisational process, role challenge, values, work-life balance, information provided, reward and recognition, management, work environment and the product and services offered. These nine factors reiterate the importance of work-life balance, reward and recognition, management and the work environment, as discussed above (Son, 2016; Al-Emadi et al., 2015; Kundu & Lata, 2017).

The list of retention factors is extensive which confirms that retention strategies are complicated for employers. This study will focus on six retention factors specifically, namely job satisfaction, compensation, career advancement, supervisor support, work-life balance and affective commitment. These factors don't exist in silos because they influence one another. By way of example, job satisfaction is influenced by career advancement opportunities and compensation, and work-life balance is influenced by supervisor support. This dissertation will study the factors independently although the factors are inter-related.

2.2.1. The relationship between job satisfaction and intention to stay

Job satisfaction is the positive emotional state reflecting affective attitude towards the job situation (Mak & Sockel, 1999). Job satisfaction is the causal antecedent to organisational commitment and it is negatively related to employee turnover. Previous research found the correlation between job satisfaction and organisational commitment at 0.50, indicating there is a relatively strong relationship between the factors (Mak & Sockel, 1999). Employees with

high job satisfaction are highly motivated and are less likely to leave their jobs (Mak & Sockel, 1999).

Previous research stipulates that job satisfaction is influenced by multiple factors within one's employment experience and job satisfaction cannot be viewed independently of the other factors. Morgan (2014) found the factors which influence job satisfaction include appreciation for the work, relationships with colleagues, work-life balance, company's financial stability, learning and career development, job security, an attractive salary, interesting job content and the company values. A study completed in 2009, for the Society for Human Resource Management, found the top five factors which influence job satisfaction include job security benefits, compensation, opportunities to use skills and abilities and feeling safe in the work environment (Heathfield, 2016). The following five important factors which influence job satisfaction include the relationship one has with their immediate supervisor, management recognition of employee job performance, communication between employees and senior management, the work itself and the autonomy and independence one has in their role (Heathfield, 2016).

In 1959 Herzberg, Mausner and Snyderman (1959) published the two-factor theory and developed the motivation-hygiene model. This model was influenced by Maslow's hierarchy of needs. The model found that job satisfaction is influenced by intrinsic motivators or satisfiers, such as achievement, recognition, work itself and responsibility and job satisfaction is not influenced by extrinsic motivators, also known as hygiene factors, such as company policy, administration, supervision, salary, interpersonal relations and working conditions (Alshmemri, Shahwan-Akl & Maude, 2017). This model contradicts previous research which states that compensation and working conditions does positively impact job satisfaction.

Based on this literature, it is important to acknowledge that the other factors in this study; career advancement, work-life balance, supervisor support, compensation and affective commitment may have a positive relationship with job satisfaction. Job satisfaction predicts employees' intention to stay. This relationship forms the first hypothesis to be tested in this study.

H1. Job Satisfaction predicts employee intention to stay.

2.2.2. The relationship between career advancement and intention to stay

Another key variable to emerge as a determinant of an employees' intention to stay is career advancement. Career advancement is lifelong learning, in the personal and vocational skills which constantly change and expand in response to career changes and opportunities which emerge (Johanim & Yahya, 2012). Johanim and Yahya (2012) found that employees' intention to stay is directly influenced by the meaningful work and opportunities for promotion within their organisation. Employees who feel they are contributing towards the business will feel more valued and engaged and in turn, they will be less likely to leave (Johanim & Yahya, 2012).

A survey completed in Australia in 2015 found that 69 percent of employees said that the lack of career opportunities was the reason for leaving their previous positions (Davis, 2015). In the current workplace, employees do not only see career advancement as a promotion to another role, employees may want to change their entire careers and organisations are not equipped to allowing employees to transition from one department to another (Davis, 2015). Should an employee want a pay increase or promotion, the current millennial workforce expects it to happen more frequently than their previous generations (Davis, 2015). Organisations can also make a mistake by promoting employees who are not ready and the promotion is short sighted and rushed where they have not considered the employees' development and plans (Davis, 2015).

A career is defined as the unfolding sequence of a person's work experience over time (Arthur, Khapova & Wilderom, 2005). An employee's perception of career advancement is an interesting factor which influences one's intention to stay because career success is subjective to the individuals' perceptions and expectations. An employees' perception of their career opportunities is subjective according to what is important to them, personally (Arthur et al., 2005). Career opportunities can be perceived as being boundary-less where an employee's career success is not reliant on the boundaries imposed by a single employer. Career opportunities are independent of a specific organisation. In contrast, an employee's perception of their career advancement can be dependent on the organisation they are working in where their career path is defined by the organisation and their position and promotions are important (Arthur et al., 2005). This perception focuses on time rather than adopting a static view of the work arrangements. It speaks to career success being an individual's upward mobility within

an organisation. On the other hand, career can be seen as an outcome of a person's career experiences. Career success may be seen as the accomplishment of desirable work-related outcomes at any point in a person's work experience over time. Organisations need to deduce that their employees' perception of career advancement and success is subjective to the individuals' desires and definitions. These findings indicate that an employees' perception of their career opportunity is subjective (Arthur et al., 2005).

Lack of career opportunities is the top reason employees leave their job (Coker, 2016). Gomez (2014) found career development strategies help with retention because employees develop a sense of loyalty for employers who are willing to invest in them. Training on a role increases an employee's ability to perform their role and improves commitment and satisfaction in the organisation (Choo & Bowley, 2007). Career advancement may be seen as paying for classes that employees can attend to enhance their skills, map their career paths to certain position and recruiting internal coaches (Coker, 2016).

In contrast to Cocker's findings, Heathfield (2016) found that career advancement wasn't strongly connected to employee satisfaction and factors such as the employee's relationship with their supervisor and recognition in the workplace was more important than career opportunities.

The research discussed above has shown that an employees' perception of their career advancement opportunities will positively influence their intention to stay. It is evident that this factor alone won't significantly impact ones' intention to stay, and the other important retention factors, such as compensation, training opportunities and recognition, need to be in place for the factor to have a significant impact on an employees' intention to stay.

H2. Career Advancement predicts employee intention to stay.

2.2.3. The relationship between supervisor support and intention to stay

Support helps people cope with hardships, overcome challenges and they are able to maintain a positive image of themselves as capable of learning, developing and being successful (Gentry, Kuhnert, Mondore, & Page, 2007). The support an employee receives from their boss

or supervisor is a major contributor to their performance and effectiveness (Gentry et al., 2007). Perceived supervisor support is considered a construct in the social exchange theory where employees perceive the degree to which their supervisor values their contribution and cares about their wellbeing (Gentry et al., 2007). The social exchange theory predicts that if supervisors display concern for their employees and they foster their development, a reciprocal relationship may form and in turn, the employees will feel more committed and connected to the organisation (Gentry et al., 2007).

Positive supervision is negatively related to employee turnover (Kundu & Lata, 2017). “Employees don’t quit their companies, they quit their bosses” (Kundu & Lata, 2017, p.707). Supervisor support can reduce anxiety and consequently increase job satisfaction (Kundu & Lata, 2017). Employees who management show higher levels of engagement and lower intention to quit the organisation (Kundu & Lata, 2017). Quality of managers and management is one of the most important factors to consider in a career (Thompson, 2011). A manager’s role is to help their employees succeed, thus manager need to develop their management style to support their employees (Thompson, 2011). The millennial generation, in particular, want to develop relationships with their managers where they receive individualised attention and emotional support. Managers need to provide encouragement and unconditional support to their millennial employees as they are more emotionally fragile than previous generations (Thompson, 2011). Millennials also seek feedback from their managers. The need for feedback could be a result of being raised in an environment where they were provided with constant feedback or the millennial generation could be accustomed to online feedback which is instantaneous (Thompson, 2011).

The research discussed above shows that there are numerous factors which influence an employees’ perception of supervisor support and in turn, should predict an employees’ intention to stay at an organisation.

H3. Supervisor Support predicts employee intention to stay.

2.2.4. The relationship between work-life balance and intention to stay

There has been substantial research done on work-life balance in the recent years (Crompton & Lyonette, 2006; Gilbert, 2011; Mitchell et al., 2001; Thompson, 2011). Sturges and Guest (2004) found that the growing interest in work-life balance is a consequence of employees in the United Kingdom (UK) working long hours, compared to those in other European countries. UK organisations have been known to encourage a long hours culture, where twenty percent of the workforce work in excess of 48 hours per week. Achieving balance between one's work-life and home life is a priority for many people (Sturges & Guest, 2004). A study completed in the 1980s found that UK managers were becoming increasingly less interested in career advancement, as it was traditionally understood, and more interested in a career which would enhance their personal lifestyle (Sturges & Guest, 2004).

Crompton and Lyonette (2006) state that the work-life balance phenomena is a consequence of the increase of women in the workplace. Britain and United States have low support for employed parents and high levels of employed women. The level of women's employment in each nation is a reflection of the availability of state-provided extra family supports for caring and wider economic and labour market policies which include tax systems, employment protections and regulation (Crompton & Lyonette, 2006). The one view on work-life balance occurs when balance is reached if couples manage to combine dual earning with their caring responsibilities (Crompton & Lyonette, 2006). The number of hours worked directly contributes to the feelings of work/non-work conflict (Sturges & Guest, 2004). Deloitte Consulting (2014, p.78) completed a study where working professionals were asked what organisations can do to meet their career needs and the top response was "provide flexible working conditions and better work-life integration".

Work-life balance appears to influence the intention to stay of the millennial generation, more than the previous generations (Ng, Schwietzer & Lyons, 2010). Millennials are described as the generation born between 1980 and the mid to late 1990s (Thompson & Gregory, 2012). In the United States, millennials are on track to account for almost half of the working population (Thompson & Gregory, 2012), and in 2025, millennials will make up 75 percent of the global workforce (Deloitte Consulting, 2014). Ng et al. (2010) reported that millennials, studying in Canada, watched their parents from the baby boom generation work long hours, only to fall victim to corporate downsizing, layoffs and high divorce rates and as a result, they are focusing

on making a life rather than making a living. Thus, millennials are more likely to demand work-life balance from their employers at every stage in their careers (Ng et al., 2010). Whilst millennials may be reluctant to work the long hours the previous generation did, they will be open to working the longer hours if their employer offers them the flexibility in when to complete the hours (Thompson, 2011). Gilbert's (2011) findings were similar where he found work-life balance to be one of the key engagement drivers for millennials.

Based on the literature discussed above, it is evident that an employees' perception of their work-life balance will predict their intention to stay employed at an organisation.

H4. Work-Life Balance predicts employee intention to stay.

2.2.5. The relationship between compensation and intention to stay

Compensation is the cumulative financial and non-financial rewards paid to employees in return for their services (Chew & Chan, 2008). Vos and Meganck (2007) found that financial rewards is one of the most frequent reasons for voluntary turnover within organisations. Compensation is the most critical issue when attracting and retaining talent (Chew & Chan, 2008). As a result, organisations pay employees above market rate to retain their critical talent which may include stock options, profit share, group-based incentives and bonuses (Chew & Chan, 2008). High talented employees will seek high pay and organisations need to offer them competitive packages in order to retain them (Johanim & Yahya, 2012). Whilst the research found that pay is important, they do recognise that pay alone will not be sufficient to retain top talent. Oladapo (2014) found that the top reasons for employees leaving an organisation are opportunities for advancement, job security and compensation, in order of importance. These findings indicate that a competitive remuneration scheme alone is not going to retain employees. There needs to be other retention initiatives within the organisation. Morgan (2014, p.2) summarises these findings by stating "you can't pay someone a lot of money, treat them poorly, and expect them to do their jobs well because they get a nice paycheck". These findings indicate that market-related compensation needs to be accompanied by additional benefits in order for it to be successful at influencing employee retention.

Al-Emaid et al. (2015) found that compensation is an important factor in attracting and retaining talent within an organisation, yet it is not enough to influence an employee's decision to commit to an organisation. In a study completed by Clark and Oswald (1996), they found that the higher an employee's compensation does not increase one's job satisfaction. Herzberg's (1959) two-factor theory found that pay is a hygiene factor rather than a satisfier for one's job and it does not influence job satisfaction (Hofmans, de Gieter & Pepermans, 2012). This current study will provide interesting findings as to whether an employees' compensation does predict their intention to stay.

H5. Compensation predicts employee intention to stay.

2.2.6. The relationship between affective commitment and intention to stay

There are three types of organisational commitment as identified by Meyer and Allen (1991): continuous commitment, normative commitment and affective commitment. Continuous commitment occurs when an employee is aware of the costs of leaving an organisation and they need to remain employed (Meyer & Allen, 1991). Normative commitment is an obligation to remain employed by a specific organisation (Meyer & Allen, 1991). Affective commitment is an employee's emotional attachment to, identification to and involvement with an organisation (Meyer & Allen, 1991). Employees with strong affective commitment to an organisation will remain employed because they choose to and want to commit to an organisation (Meyer & Allen, 1991).

In a global economy where there is a shortage of skills and the demand for knowledge workers is high, there is less desire for employees to stay with an organisation because they need to (Jayasingam, Govindasamy & Singh, 2016). There are numerous employment opportunities for skilled employees in the market with competitive pay structures. Thus, employees are able to choose whether they want to remain employed by an organisation, affective commitment (Jayasingam et al., 2016). Jayasingam et al. (2016) found numerous factors which influence an employee's affective commitment; namely knowledge-sharing culture, task orientation, compensation, performance management, promotions, opportunities of training and development and management support. A knowledge sharing culture will reflect the efforts an organisation makes to encourage, promote and provide a supportive environment for

knowledge sharing to take place (Jayasingam et al., 2016). As skilled knowledge workers thrive on learning and growing their knowledge, this culture will enhance their affective commitment. Task orientation will also influence an employee's affective commitment because skilled workers want to work on a broad array of activities, they want the freedom to choose which tasks to work on and they want to have autonomy in carrying these tasks out. Research has shown that if an employee's tasks are challenging, exciting and interesting, they are less likely to leave an organisation (Jayasingam et al., 2016). Employees who perceive their compensation and remuneration as fair and competitive will be more committed to an organisation as they use their package to judge their personal importance to an organisation (Jayasingam et al., 2016). Fair promotion opportunities and career development will enhance affective commitment, where unacknowledged or unrecognised performance will result in lower affective commitment (Jayasingam et al., 2016). Knowledge workers and high performers seek recognition and fair promotion opportunities (Jayasingam et al., 2016). An organisation's perceived investment in training and development will improve organisational commitment and develop trust and the perception that they are receiving the support for development (Jayasingam et al., 2016). As employees require challenging tasks and continuous development, they will need management support to ensure they achieve their goals successfully and supported (Jayasingam et al., 2016).

Based on the research, it is evident that affective commitment should predict an employees' intention to stay, yet it is evident that affective commitment is dependent on other factors, such as compensation, career advancement and supervisor support, being in place. Affective commitment independently may not have a significant positive influence on one's intention to stay if the other retention factors are not in place within an organisation.

H6. Affective Commitment predicts employee intention to stay.

2.3. Employee Retention in a Multinational Organisation

Kelly (2007, p.2) stated "talent is the new oil and just like oil, the demand far outstrips the supply". A shortage of highly skilled individuals within an organisation will negatively affect their ability to perform at high levels which will demotivate their high performing staff and in turn, negatively influence their competitiveness in the marketplace (Hausknecht et al., 2008).

It is critical for organisations to focus on the factors which influence the intention to stay of employees, so they can ensure they implement retention strategies accordingly. Retention is a voluntary move by an organisation to create an environment which engages employees for the long term (Chaminade, 2007, cited in ALDamoe et al., 2012).

The ability for an organisation to retain their talented employees has become increasingly challenging due to globalisation of businesses and international competition. The advances in information and technology and reduced barriers to international trade and investments have increased the ease and speed companies are now operating in multiple countries (Singh & Kaur, 2006). These global organisations are realising that the demographic, economic, socio-political and technology changes in the world are altering the current workforce, where the consequent changes in birth rates, retirement trends and job requirements are reducing the size of the workforce which is ultimately creating a skills shortage (Tucker, Kao & Verma, 2006). Consequently, employees are finding it easier to move between organisations internationally due to the demand for talent being higher than the supply. Numerous employees attach more importance on career growth and progression than employer loyalty indicating that employees will move to another opportunity without considering their loyalty to the company, which in turn increases voluntary turnover (Vos & Meganck, 2007).

Developing countries' contribution to the world's Gross Domestic Product is increasing, indicating that their economies are growing and there is a need to retain their skilled and talented staff. In 2013, the developing countries contributed 50 percent to the world's Gross Domestic Product (GDP), and this is expected to increase to 55 percent in 2018 (Deloitte Consulting, 2014), yet talent in the developing countries is scarce. According to Kerr-Phillips and Thomas (2009), South Africa in particular is experiencing a "brain drain" because their intellectual, technical and knowledge workers are finding better opportunities overseas and this is having an impact on the growth of the economy and the competitiveness of businesses therein. Talent is said to follow where the money leads and this is why talent is most likely found in the wealthy countries, such as United States, United Kingdom, Canada, Netherlands and Sweden (Kelly, 2007). Skills within South Africa are migrating abroad daily for improved job conditions and opportunities (Samuel & Chipunza, 2009). A survey indicated that South African employees ranked amongst the best in United States, Italy, Germany, Brazil and Britain (Gillingham, 2008, cited in Samuel & Chipunza, 2009). The results from this survey may explain why South African employees are being poached by multinational organisations

abroad, reducing the availability of skills in the country. These findings are useful because Prodigy Finance's largest cohort is based in South Africa and the organisation will need to ensure their retention strategies are in place to minimise the risk of their employees relocating abroad.

The industry an organisation operates in may also influence their employee turnover as certain industries are more competitive than others. High technology companies experience high turnover rates due to the demand for the scarce skills available (Mitchell et al., 2001). One report stated that the average tenure for a highly skilled information technology employee is one year (Mitchell et al., 2001). Research found that the turnover of developer employees leads to a 25 percent failure rate of projects because the skills are critical to successful completion of various projects in technology-based organisations (Mak & Sockel, 1999). These findings are relevant for Prodigy Finance because half of their workforce are required to encompass technology skills and a large cohort of the workplace is comprised of developers. The organisation needs to ensure their retention strategies are focused on retaining technology-focused employees, specifically.

In addition to globalisation and the war for talent, the millennial generation is another element which organisations need to consider when understanding which factors will retain their employees. The analysis of the millennial generation is relevant to Prodigy Finance because the millennial generation makes up 73 percent of the current workforce. The millennial generation have been exposed to educational, social and political environments which are unique from the previous generations (Thompson & Gregory, 2012). Research has shown that millennials are difficult to retain in the workforce and they require recognition, work-life balance and meaningful work in order to stay employed at an organisation (Thompson & Gregory, 2012). Additional research conducted on millennials found that money, benefits and career paths will retain the generation (Robert Half International, 2008). The findings which are specific to the millennial generation does not differ significantly from the research about retention of employees from all generations.

In addition to understanding the different generations within an organisation, Gelfand, Erez and Aycan (2007) found that in a world of global and international opportunities, grasping the different national cultures is a necessity for organisations to retain their employees. A multinational organisation with multiple national cultures can provide innovative thinking and

vast amounts of experience which may be beneficial to the business or, in contrast, the multiple cultures may interfere and block the organisation from completing its goals (Singh, 2016). Employees need to appreciate and resonate with the culture within the organisation as the culture will establish the norms for employees' behaviour (Silverthorne, 2004). An employee's ability to resonate with the organisational culture is important because the employee consequently will gain a sense of belonging which will, in turn, influence their affective commitment to the organisation (Meyer & Allen, 1991).

The retention of employees' is increasingly challenging and complex in a multinational organisation, due to the multiple working environments and national cultural preferences, it will be useful for Prodigy Finance's HR department to discover whether the factors which influence an employee's intention to stay differs between locations.

H7. The relationship between the independent factors and intention to stay differs between the employees located in London, New York and Cape Town

2.4. Summary

The literature review has provided the researcher with a solid foundation to identify the key variables which influence an employees' intention to stay. In addition to this, the researcher found that there is limited literature available on whether location has an effect on the factors which influence employees' intention to stay.

Chapter 3: Research Methodology

This chapter presents the methods used in this study to obtain the results necessary to engage with the research question. The chapter's content includes the research design, study sample, measurement instruments, procedure followed and statistical analysis conducted.

3.1. Research Design

The research design was a cross-sectional which means the factors were analysed at a single point in time (Khomba, 2011). The data was analysed using descriptive statistics, independent samples t-tests, linear regression and the one-way analysis of variances (one-way ANOVAs). This is a quantitative study, which uses descriptive statistical methods in order to determine the answers to the proposed research questions. The research was designed to establish whether the identified constructs predict employees' intention to stay within the organisation, using t-tests and linear regression. Thereafter, the results discover whether the strength of these relationships differ between the offices based in Cape Town, New York and London, using the one-way analysis of variances.

3.1.1. The Sample

Prodigy Finance's 130 employees were sent an online survey via Survey Gizmo to their work email address. The number of employees located in each office is displayed in Table 3.1 below.

Table 3.1

Total Number of Employees per location at Prodigy Finance

Location	Number of Employees	Number of Participants
Cape Town	96	70
London	19	15
New York	12	10
Remote (India and Spain)	3	3
Total	130	98

A total of 99 employees responded to the survey, which is a response of 76 percent of the total employees. One respondent did not depict their location and they were removed from the statistical analysis, resulting in 98 respondents being included in the analysis. 88.4 percent of the total respondents are working in the Business Development, Student Operations (Ops) and Technology departments collectively which is reflective of the relative size of the departments within the organization. 69.4 percent of the respondents have been with the organisation for less than two years which is due to the exponential growth which occurred during 2016 and 2017.

The demographic details of the sample are presented in Table 3.2 below.

Table 3.2

The Demographics of the Sample

Characteristics		Frequency	Percent of Sample
Location	Cape Town	70	71.4
	London	15	15.3
	New York	10	10.2
	Remote	3	3.1
Department	Business Development	19	19.4
	Finance and Legal	4	4.1
	Funding & Investor Ops	4	4.1
	Marketing	8	8.2
	People	5	5.1
	Product	4	4.1
	Risk	5	5.1
	Student Ops	24	24.5
	Technology	25	25.5
	Tenure	3+ years	5
2-3 years		18	18.4
1-2 years		49	50
Less than 1 year		19	19.4

3.1.2. The Measurement Instrument

The measurement is a survey which was consolidated with the organisation's bi-annual employee engagement survey, called the Prodigy Smile Index. The measurement instrument consisted of seven measurement scales each measuring a single construct analysed in the study. The measurement scales are discussed in detail below. In addition to the measurement scales, the organisation included numerous company-specific questions to the survey. The full survey can be found in Appendix A. For the purposes of this study, only the academic scales were analysed and reported on because the company-specific scales were used for internal purposes only and they do not relate to the constructs being measurement in this study.

Job Satisfaction. Job satisfaction was measured using a 6-item measurement scale developed by Wanous, Reichers and Hudy (1997) who obtained a high Cronbach alpha of 0.91 for the scale in the studies. An example of an item on the measurement scale is "My activities at work are interesting". The responses are recorded on a 5-point Likert scale where 1 was never and 5 was strongly always. The higher the responses on the scale indicated more satisfaction with their job. The original response scale was adapted to be in line with the rest of the measurement scales used in the research. The scale was changed to a 5-point Likert scale with 1 being strongly disagree and 5 being strongly agree.

Supervisor Support, Career Advancement, Compensation and Work-life Balance. These constructs were measured using a measurement scale developed by Dockel (2003). Dockel (2003) developed a questionnaire to assess various factors which have proven to influence an employee's intention to stay. The original measurement scale assessed affective commitment, continuance commitment, normative commitment, compensation, job characteristics, training and development opportunities, supervisor support, career opportunities and work-life policies. For the purposes of this study, the supervisor support, career opportunities, compensation and work-life balance measurement scales were extracted. This scale was selected because it measured numerous relevant constructs in the study and the scale was on the same point Likert scale as job satisfaction's scale which made it convenient to apply consistency across the larger scale.

Dockel's (2003) Compensation measurement scale was assessed on a 5-point Likert scale with 1 being very dissatisfied and 5 being very satisfied. The higher the respondents' result is an

indicator they are satisfied with their compensation. By way of example, one item on the scale is “My most recent pay rise” where the higher the response, the more satisfied the individual is with their compensation. In Dockel’s (2003) study to assess the factors which influence employee retention, the Compensation measurement scale’s Cronbach alpha is high at 0.90. Compensation’s Likert scale was adapted to be in line with the rest of the measurement scales used in the research. The scale was changed to a 5-point Likert scale with 1 being strongly disagree and 5 being strongly agree. One item on the compensation measurement scale was deleted due to the item being irrelevant in the current context. The deleted item attempts to assess an employee’s incentives which is not applicable in this study. The organisation’s current compensation structure does not offer incentives to their employees.

Dockel’s (2003) Supervisor Support measurement scale was measured on a 5-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The higher the respondents’ results indicate they are satisfied with their supervisor support. By way of example, one item on the scale is “My supervisor rewards a good idea by implementing it and giving the responsible employee(s) credit” where the higher the response, the more satisfied the individual is with their supervisor support. In Dockel’s study in 2003, the supervisor support measurement scale reported a Cronbach alpha of 0.90.

Dockel’s (2003) Career Advancement measurement scale was measured on a 5-point Likert scale with 1 being strongly disagree and 5 being strongly agree. The higher the respondents’ results indicate they are satisfied with their career advancement opportunities. By way of example, one item on the scale is “My chances for being promoted are good” where the higher the response, the more satisfied the individual is with their career advancement opportunities. Dockel’s (2003) study reported a Cronbach alpha of 0.76.

Dockel’s (2003) Work-Life Balance measurement scale was measured on a 5-point Likert scale with 1 being strongly disagree and 5 being strongly agree. Dockel’s (2003) study reported a Cronbach alpha of 0.87. Individual items on the original measurement scales were reversed scored where the lower the respondents’ results indicate they are satisfied with their work-life balance. By way of example, one reverse item on the scale is “My work schedule is often in conflict with my personal life” where the lower the response, the more satisfied the individual is with their work-life balance. In this study, the reverse scored items and responses were

adjusted to ensure they were not reverse and the higher score indicated more satisfaction with the construct, as per the remaining items in the scale.

Affective Commitment. Affective commitment was measured using an affective commitment measurement scale developed by Allen and Meyer (1990). The measurement scale reported a Cronbach alpha of 0.87. The affective commitment measurement scale was measured on a 5-point Likert scale. The higher the results were on the scale, the more the employees felt committed to the organization. By way of example, one item states “I would be very happy to spend the rest of my career with this organisation.” Allen and Meyer’s (1990) measurement scale included reverse scored items which were amended to ensure they were not reverse and the results were reflected similarly to the rest of the items on the scale.

Intention to stay. Intention to stay was measured using an adapted Intention to Quit scale developed by Wayne, Shore and Liden (1997). In their study, the scale had high reliability with a Cronbach alpha score of 0.89. The original scale was measured on a 7-point Likert scale, however this has been changed to a 5-point Likert scale to be in line with the rest of the survey’s measurement scales used. For the purposes of this study, the items on Wayne et al.’s scale are reversed to ensure the higher the responses the more likely the intention to stay within the organization.

3.2. Procedure

The organisation distributes an employee engagement survey bi-annually in December and July, called the “Prodigy Smile Index”. The organisation gave the researcher permission to amend the July 2017’s Prodigy Smile Index’s measurement scales to accommodate this research project. The amendments were critical to ensure the use of scientifically validated and reliable scales. The organisation required the researcher to ensure the survey’s language remained relaxed, colloquial and informal, in line with the company culture and the previous engagement surveys distributed. The previous survey distributed in December 2016 is included in Appendix B. The previous survey used in December 2016 will give a representation of the language used internally within the organisation in order to infer why the language was changed in the measurement scales used in this research. The questions were carefully adapted to reflect the organizational language whilst not influencing the intention of the question. The

survey was thereafter approved by the Chief Executive Officer. By way of example, the one of the original measurement items for affective commitment states “I do not feel a strong sense of belonging to my “Organization” which was replaced with “I feel a strong sense of belonging to Prodigy Finance”.

Prior to distribution, the research received ethical clearance from the Commerce Faculty Ethics in Research Committee at the University of Cape Town. The ethics approval email can be found in Appendix C. Once clearance was received, the organisation’s Chief of Staff distributed an email to all the employees stating the purpose of the survey and when the survey needed to be completed by. The email included a link to the survey on Survey Gizmo.

At the beginning of the survey, the employees were informed the results were anonymous and confidential and their feedback will be used for research purposes. The time required to complete the survey was stipulated. The employees were given the option to remove themselves from the survey at any time and they were able to access the results of the survey once the research was complete. The employees were given four weeks to complete the survey. During the four-week period, an additional email was sent to the employees encouraging them to complete the survey. The email explained to employees that their feedback was important to improve their working experience at the organisation. This second email aimed to increase the number of respondents. Once the survey closed, the data was cleaned in order to prepare for the statistical analysis. Refer to Appendix D for the cover letter of the survey.

3.3. Analysis

Version 24 of IBM’s Software Package for the Social Sciences (SPSS) was used to run the statistical analysis for the research. Principal axis factor analysis and Cronbach alpha for internal consistency was used to determine the validity and reliability of the study, respectively. Pearson’s Product Moment Correlation Coefficient r was used to determine the strength of the relationships between variables. A linear regression was thereafter performed between intention to stay as the dependent variable and job satisfaction, supervisor support, career advancement, work-life balance, compensation and affective commitment as the independent variables. A one-way between-groups analysis of variance was conducted to explore the difference between location and levels of intention to stay. Post-hoc comparisons using the

Tukey's Honest Significant Difference (HSD) test was conducted to explore the difference between the responses in each location.

The analysis aims to discover whether the independent variables are predictors of the dependent variables and whether the employees' perception of the independent variables differs between locations within the organisation.

Chapter 4: Presentation of research results

This chapter will report on the results from the Prodigy Smile Index survey. The aim of the study was to identify the extent of the relationships between the independent variables (job satisfaction, supervisor support, work-life balance, compensation and affective commitment) and the dependent variable (intention to stay). Thereafter, the results will refer to whether the relationships differ across Prodigy Finance's office locations.

4.1. Exploratory Factor Analysis

Factor analysis assesses the validity and measurement of psychological constructs (Nunnally, 1978). Exploratory factor analysis (EFA), in particular, is used to gauge whether the factors being assessed should be retained in the study (Hayton, Allen & Scarpello, 2004). In order to assess whether an exploratory factor analysis would be appropriate, the Kaiser-Meyer Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity was assessed. Bartlett's Test of Sphericity evaluates the hypothesis that the correlation matrix resembles an identity matrix and if the hypothesis is true, the test suggests that all the variables are independent from one another and a factor analysis would not be feasible. According to Kaiser (1960), KMO values greater than 0.6 indicates sampling adequacy for each variable in the model. The seven variables' measurement scales' KMO values were greater than 0.6, confirming their sampling adequacy. Bartlett's tests for sphericity were significant ($p < .05$) on the seven scales which also provided an indication that the correlation matrix contains sufficient correlations to warrant factor analysis. Based on the results, it is evident the data is suitable for a factor analysis.

A principal axis factoring analysis (PFA) with oblimin rotation was performed to assess the dimensionality of the original scales used. Kaiser's criterion was used to identify which factors could be extracted from the study. Kaiser (1960) found that eigenvalues great than 1 are important and this criterion was used in this study to identify the factors for extraction. Additionally, only the items with factor loadings greater than 0.30 are considered important and retained for further analysis (Stevens, 2002; as cited in Field, 2009). The PFA was performed on each of the seven measurement scales being measured in the study and the results are reported below.

Job Satisfaction (JS). All the items successfully loaded onto 1 factor explaining 71.6% of the variance and strong correlations between the factor and the items (eigenvalue 4.297; factor loadings $.779 < r < .880$). The factor matrix is shown in Table 4.1 below.

Table 4.1

Factor Loadings from Principal Axis Factoring of Job Satisfaction

Factor Matrix	
	Factor 1
I love what I do at Prodigy Finance	.837
I find my activities at work to be personally meaningful	.782
My activities at work are interesting	.786
I get a lot of satisfaction from carrying out my responsibilities at work	.807
Generally speaking, I am very satisfied with my job	.779
I am generally satisfied with the kind of work I do in my job	.880

Supervisor Support (SS). The measurement scale loaded on one factor explaining 67.3% of the variance of the scale. The eigenvalue is 4.712 with a strong correlation between the variables and the factor (factor loadings: $.645 < r < .886$; see Table 4.2).

Table 4.2

Factor Loadings from Principal Axis Factoring of Supervisor Support

Factor Matrix	
	Factor 1
I feel valued by my manager	.755
My manager looks for opportunities to praise positive employee performance, both privately and in front of others	.886
My manager regularly gives me any "feedback" about how well I am doing	.753
My manager often lets me know how well he/she thinks I am performing my job.	.752
My manager frequently recognises a team member for work well done.	.871
My manager rewards a good idea by implementing it	.645
My manager rewards a good idea by giving the responsible team member credit	.831

Work-life balance (WLB). The measurement scale loaded on one factor (eigenvalue 2.036) explaining 50.7 percent of the variance in the scale. The correlation between the variables is moderate to strong ($.409 < r < .953$; see Table 4.3).

Table 4.3

Factor Loadings from Principal Axis Factoring of Work-Life Balance

Factor Matrix	
	Factor 1
My work schedule in often in conflict with my personal life. R	.483
I often feel like there is too much work to do. R	.406
My job affects my role as a partner, friend, spouse and/or a parent. R	.521
My work schedule in often in conflict with my personal life. R	.953

Career advancement (CAD). The measurement scale produced two factors (eigenvalues 2.718 and 1.155) explaining 64 percent of the variance in the scale overall. The first factor is measured by 4 items of the 6-item scale and the second factor is measurement by 2-items of the 6-item scale. The 2-items which loaded onto the second factor had a low correlation with the factor. These 2-items also did not have a high correlation with the other items on the scale in Docker's original measurement scale analysis. The 2-items were measuring the employees' perception of the organisation's policy on filling vacancies from within the organisation as identified by Landau and Hammaer (1986). The 2-items were removed from the measurement scale due to their low correlation with the factor. Thus, the measurement scale for Career Advancement consisted of 4-items which loaded onto one factor (eigenvalue 2.628) measuring 65.7 percent of the variance of the scale. The correlation between the variable and the factor was moderate to strong ($.499 < r < .919$) as shown in Table 4.4 below.

Table 4.4

Factor Loadings from Principal Axis Factoring of Career Advancement

Factor Matrix	
	Factor 1
My career development is important to Prodigy Finance	.752
There are enough career opportunities for me at Prodigy Finance	.919
My chances for being promoted are good.	.773
It would be easy to find a job in another department.	.499

Compensation (COMP). This variable was measured by a 12-item scale. Once the PFA was completed, two factors (eigenvalues: 5.6 and 1.5 respectively) were found to explain 58.7 percent (46.8% and 12.1% respectively) of the variance in the scale overall. The results showed that all the items loaded onto the first factor had a correlation higher than the recommended 0.3. As seen in Table 4.5 below, the items have a moderate to strong correlation with the first factor, $.305 < r < .852$, and the variables have a weak correlation with the second factor ($r < .3$).

Table 4.5

Factor Loadings from Principal Axis Factoring of Compensation with the full measurement scale

Factor Matrix		
	Factor 1	Factor 2
I receive enough information about Prodigy Finance's salary and benefits structure	.588	-.100
I am satisfied with my current total salary package (base pay, benefits and bonuses).	.802	.216
I am satisfied with my benefits	.621	-.529
I am satisfied with the value of my benefits.	.678	-.428
My total salary package (base pay, benefits and incentives) is competitive in the market	.691	.140
I was satisfied with my most recent raise.	.636	.358
I am satisfied with how my raises are determined.	.705	.374
My manager has sufficient influence on my pay.	.305	.292
I am satisfied with the number of benefits I receive.	.691	-.286
I am satisfied with the company's pay structure.	.849	.077
Prodigy Finance consistently adheres to remuneration policies.	.565	.070
I am satisfied with how Prodigy Finance administers pay.	.599	-.134

Based on the weak correlation with the second factor shown above, the items were forced to load onto one factor. When the items were forced to load onto one factor, one item “My manager has sufficient influence on my pay” correlation with the variable was low ($r < .3$). This item was removed from the measurement scale and the factor analysis was re-run. Once the factor analysis was re-run, compensation's measurement scales' eigenvalue is 5.485 which explains 49.8% of the variance in the scale. The items loaded onto one factor as shown in Table 4.6 below. The items had a moderate to strong correlation with the factor, $.562 < r < .859$.

Table 4.6

Factor Loadings from Principal Axis Factoring of Compensation with one item removed from the scale

Factor Matrix	
	Factor 1
I receive enough information about Prodigy Finance's salary and benefits structure	.588
I am satisfied with my current total salary package (base pay, benefits and bonuses).	.800
I am satisfied with my benefits	.602
I am satisfied with the value of my benefits.	.654
My total salary package (base pay, benefits and incentives) is competitive in the market	.692
I was satisfied with my most recent raise.	.620
I am satisfied with how my raises are determined.	.665
I am satisfied with the number of benefits I receive.	.688
I am satisfied with the company's pay structure.	.859
Prodigy Finance consistently adheres to remuneration policies.	.562
I am satisfied with how Prodigy Finance administers pay.	.599

Affective commitment (AFCOM). The measurement scale resulted in one factor with an eigenvalue of 4.875. The factor explains 50.9 percent of the variance of the scale. The correlation of one item on the factor analysis is below the recommended 0.3 threshold ($r = .152$). Therefore, the item “I think that I could easily become as attached to another organization as I am to this one” was removed from the measurement scale. Consequently, affective Commitment’s factor analysis was re-run. The eigenvalue was 3.363 and the variance explained improved to 56.05 percent. The correlations were strong ($.465 < r < .824$). The variable’s factor loadings can be found in Table 4.7 below.

Table 4.7

Factor Loadings from Principal Axis Factoring for Affective Commitment

Factor Matrix	
	Factor 1
I would be very happy to spend the rest of my career with Prodigy Finance	.533
I enjoy talking about Prodigy Finance with people outside it	.465
I really feel as if Prodigy Finance's challenges are my own	.746
I feel part of the Prodigy Finance family.	.735
I feel 'emotionally attached' to Prodigy Finance	.791
Prodigy Finance has a great deal of personal meaning for me	.824
I feel a strong sense of belonging to Prodigy Finance	.533

Intention to stay (ITS). Intention to stay loaded onto 1 factor (eigenvalue 2.757) explaining 55.1% of the variance of the scale. The correlation between the variables and the factor is strong ($.483 < r < .852$).

Table 4.8

Factor Loadings from Principal Component Analysis for Intention to Stay

Factor Matrix	
	Factor 1
I think I will be working at Prodigy Finance three years from now.	.483
I seldom think about quitting my job at Prodigy Finance	.519
I am actively looking for a job outside Prodigy Finance R	.852
As soon as I can find a better job, I'll leave Prodigy Finance R	.648
I am seriously thinking about quitting my job R	.794

4.2. The Reliability Analysis

The individual measurement scales' internal consistency was assessed using Chronbach's alpha reliability coefficient. According to Nunnally (1978), to be an acceptable reliability coefficient the Cronbach alpha value should not be less than 0.7. The analysis was completed after the factor analysis was completed and the measurement scales were modified. All the measurement scales were reasonably reliable ($.662 < \alpha < .920$) with Work-Life Balance's

measurement score being slightly below Nunally’s recommended cut off of 0.7. Tavakol and Dennick (2011) found that a measurement scale’s Cronbach alpha may be low if the scale has a small number of questions in it. This may be true for Work-Life Balance as the scale only consisted of four items. The Cronbach alpha coefficients are displayed in Table 4.9 below.

Table 4.9

The Cronbach alpha coefficients for the variables’ measurement scales

Variable	Cronbach’s α
JS	.920
SS	.917
WLB	.662
CAD	.822
COMP	.896
AFCOM	.873
ITS	.783

4.3. Descriptive Statistics

The descriptive statistics provide an overview of the results based on the means and standard deviations of the variables in the study. The means and standard deviations were analysed for each variable, as displayed in Table 4.10. Based on the 5-point Likert scale, with the mid-point being 3, the mean scores indicate there is a relatively positive perception of all the variables being measurement. The independent variable with the highest mid-point appears to be job satisfaction ($M = 3.97$, $SD = .62$) and supervisor support ($M = 3.90$, $SD = .68$), respectively. At face value, this result implies the respondents appear to be most satisfied with job satisfaction and supervisor support. The dependent variable’s, intention to stay, mean score is also high ($M = 3.97$, $SD = .64$) indicating that the majority of respondents intend to stay at the organisation for the foreseeable future.

Table 4.10.

Descriptive Statistics of the Measurement Scales

	Mean	N	Standard Deviation
JS	3.98	98	.63
SS	3.90	98	.69
WLB	3.30	98	.66
CAD	3.22	98	.73
COMP	3.59	98	.58
AFCOM	3.88	98	.62
ITS	3.98	98	.64

Following descriptive statistics for the overall sample, descriptive for the sample by location are presented in Table 4.11. The mean scores were relatively high across the locations ($M > 3.0$) for all the variables with the exception of perceptions of career advancement and compensation in the New York sub sample ($M < 3.0$). Due to the small size of the sample from remote locations ($N = 3$), the analysis only includes the differences between Cape Town, New York and London.

Based on visual inspection of the descriptive statistics in Table 4.11 below, London and Cape Town appear to score the highest on most of the variables with New York consistently scoring the lowest.

Table 4.11

Descriptive Statistics of the Measurement Scales per location

	Cape Town			London			New York		
	Mean	N	Std. Deviation	Mean	N	Std. Deviation	Mean	N	Std. Deviation
JS	4.00	70	.53	4.09	15	.65	3.73	10	.93
SS	3.85	70	.60	4.23	15	.78	3.70	10	.98
WLB	3.25	70	.67	3.72	15	.57	3.00	10	.46
CAD	3.29	70	.69	3.13	15	.72	2.73	10	.88
COMP	3.72	70	.50	3.44	15	.45	2.83	10	.71
AFCOM	3.95	70	.60	3.7	15	.67	3.63	10	.75
ITS	4.03	70	.66	3.88	15	.57	3.78	10	.71

The standard deviation results were relatively similar to one another, across locations, except New York which appeared to have a higher standard deviation than the other locations on most of the measurement scales. This standard deviation indicates there is greater variability in the responses from New York. This may be due to the smaller sample size and one outlier in the results whose responses were consistently lower than the other respondents in the sample.

4.4. Correlation Analysis

Pearson's Product Moment Correlation Coefficient r was used to measure the relationship between the independent variables, job satisfaction, supervisor support, work-life balance, career advancement, compensation and affective commitment and the dependent variable, intention to stay.

The coefficient indicates the strength of the relationship between two variables, measured on a scale between -1 through 0 to +1 (Sedgwick, 2012). If there is a positive coefficient, this indicates that there is a positive relationship between the two variables. By way of example, intention to stay and job satisfaction's correlation coefficient is 0.649 indicating that job satisfaction and intention to stay has a positive relationship.

According to Sedgwick (2012), the statistical significance of r is directly related to the sample size and the smaller the sample size, the stronger the relationship needs to be in order for it to be significant. By way of example, if the study has a small sample, the coefficient needs to be closer to +1 or -1 in order for the strength of the relationship to be significant enough to imply there is a causal relationship between the two variables. Evans (1996) suggests that the value of “ r ” will indicate the following relationships between variables:

- .00-.19 Very Weak
- .20-.39 Weak
- .40-.59 Moderate
- .60-.79 Strong
- .80-1.0 Very Strong

The correlation coefficients are displayed in Table 4.12 below. Job satisfaction and career advancement and intention to stay have a moderate strength relationship according to Evan’s (1996) description. This relationship indicates that an employee’s intention to stay is positively associated to their job satisfaction and career advancement.

Based on the r values found, most of the independent variables appear to correlate with one another. As displayed in Table 4.12 below, the strongest correlation is between the employees’ perception of compensation and career advancement. Job satisfaction has a moderate and positive relationship with career advancement, compensation affective commitment and intention to stay which means that as an employees’ job satisfaction improves, the other variables should consequently improve or vice versa. The employee’s perceptions of career advancement and affective commitment and intention to stay have a moderate and positive relationship, indicating that if one’s perceptions of career advancement improves, their affective commitment and intention to stay will improve and vice versa. Work-life balance has a weak relationship with supervisor support and affective commitment. The Table 4.12 shows the variables which have moderate and positive relationships highlighted below.

Table 4.12

Pearson's Correlation Coefficients between the variables

	JS	SS	WLB	CAD	COMP	AFCOM
SS	.375*					
WLB	.287*	.184				
CAD	.542*	.396*	.228*			
COMP	.421*	.270*	.366*	.627*		
AFCOM	.526*	.311*	.092	.535*	.492*	
ITS	.558*	.295*	.214*	.456*	.288*	.360*

* $p < 0.05$

4.5. Regression Analysis

In addition to Pearson's Correlation Coefficient, a linear regression analysis was performed to assess the degree to which the independent variables predict the dependent variable in the study.

Prior to running the multiple linear regression model, the study evaluated the assumptions of regression; including multicollinearity, and normality and constant variance of the residuals. Visual inspection of a histogram of the residuals and a scatterplot of the residuals against the predicted values showed that the assumptions of normality of the residuals and constant variance of the residuals were not seriously violated. Multicollinearity was evaluated by the variance inflation factors (VIFs) to ensure the response variable can be accurately predicted by the regressor variables. The VIFs found in the analysis were between 1.1 and 2.1 which means there is no serious problem of multicollinearity and a linear regression model could be used.

Table 4.13

Linear Regression of the Dependent Variables (Intention to Stay) and Independent Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.45	.48		2.986	< .05
JS	.42	.11	.41	3.718	< .05
SS	.05	.09	.05	.506	.61
WLB	.06	.09	.06	.666	.51
CAD	.21	.12	.23	1.89	.06
COMP	-.1	.13	-.09	-.74	.46
AFCOM	.04	.11	.04	.38	.71

The results for the test for significance of regression suggested that at least one of the regressors contributes significantly to the model ($F(2, 92) = 2.576$, $p = .082$) with $R^2 = .353$ and the adjusted $R^2 = .31$.

Table 4.13 displays the unstandardized and standardized regression coefficients together with the tests on individual regression coefficients. When all the variables were considered simultaneously in the linear regression model, the only significant relationship ($p < .05$) was found between job satisfaction and intention to stay. Based on this analysis, the researcher found that job satisfaction predicts the intention to stay of employees at Prodigy Finance when all factors are considered in the study.

4.5.1. Analysis of Means and Variances

An analysis of means and variances was conducted in order to determine whether the employees' perception of the independent variables differed between locations within Prodigy Finance.

4.5.1.1. Differences between the means

In order to test whether the variance between the locations were the same, a Levene test of homogeneity was conducted. Analysis of variance assumes that all variances are spread equally across the groups. The results show that none of the p values were significant ($p < .05$), indicating that the assumptions are not seriously violated and one can assume equal variances across the locations.

Table 4.14

Test of Homogeneity of Variances for the Dependent and Independent variables

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
JS	2.58	2	92	.08
SS	2.04	2	92	.14
WLB	1.91	2	92	.16
CAD	.29	2	92	.75
COMP	1.91	2	92	.15
AFCOM	.85	2	92	.43
ITS	.56	2	92	.57

4.5.1.2. Analysis of variances (ANOVA)

An analysis of the means, one-way ANOVA, was performed to assess whether there was a statistically significant difference between the means of independent variables across the locations in the study.

The results are displayed in Table 4.15 below. The ANOVA indicated that there are significant differences ($p < .05$) between locations and the employee's perceptions of compensation and work-life balance.

Table 4.15

Results of the ANOVA of the variables between and within the locations

	F (df1, df2)	Sig./p
JS	1.14	.32
SS	2.4	.1
WLB	4.51	.01
CAD	2.83	.06
COMP	13.5	<.05
AFCOM	1.9	.16
ITS	.89	.41

In order for the researcher to identify where the differences lie, post hoc tests was performed. Tukey's Honest Significant Difference test was used to identify where the differences between the means were. The test involves comparing all the means pairwise to identify where the differences lie and thereafter comparing the differences in the scores to a critical value to see if the differences in means are significant. Table 4.16 below shows the results from the Tukey HSD test.

The results show that there is a significant ($p < .05$) difference between:

1. New York employees' perception of compensation and that of the Cape Town and London employees' perceptions of compensation
2. London employees' perception of work-life balance in comparison to the Cape Town and New York's employees perceptions of work-life balance

Table 4.16 show the mean differences between location.

Table 4.16

Tukey's Honest Significant Test between Locations

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) Location	(J) Location	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
WLB	Cape Town	London	-.47	.18	.03	-.90	-.04
		New York	.25	.22	.5	-.27	.76
	London	New York	.72	.26	.02	.09	1.34
	New York	London	-.72	.26	.02	-1.34	-.09
COMP		London	.28	.15	.15	-.07	.64
	Cape Town	New York	.9*	.18	.00	.48	1.32
	London	New York	.62	.21	.01	.11	1.12
	New York	London	-.62	.21	.014	-1.12	-.11

In summary of this test, compensation and work-life balance were the only variables which differed between the locations within the organisation. On work-life balance, London employees are more satisfied with work-life balance compared to Cape Town and New York. On compensation, both Cape Town and London are more satisfied with their compensation than New York.

In order to understand whether the relationship between compensation and work-life balance and intention to stay differed between locations, a linear regression model with an interaction term was run. Scatter plots of these relationships between work-life balance and compensation and intention to stay are displayed in Figures 4.1 and 4.2 below. Figure 4.1 below displays that the relationship between work-life balance and intention to stay is different in New York, compared to the other locations, Cape Town and London. The interaction plot shows parallel

regression lines for Cape Town and London. The line for the New York group is not parallel to the other two and suggests that the relationship between Work-Life Balance and Intention to stay differs for different levels of location. Figure 4.2 below shows that the regression lines between compensation and intention to stay does not differ markedly between locations.

Figure 4.1

Descriptive Scatter Plot displaying the locations' relationships between work-life balance and intention to stay

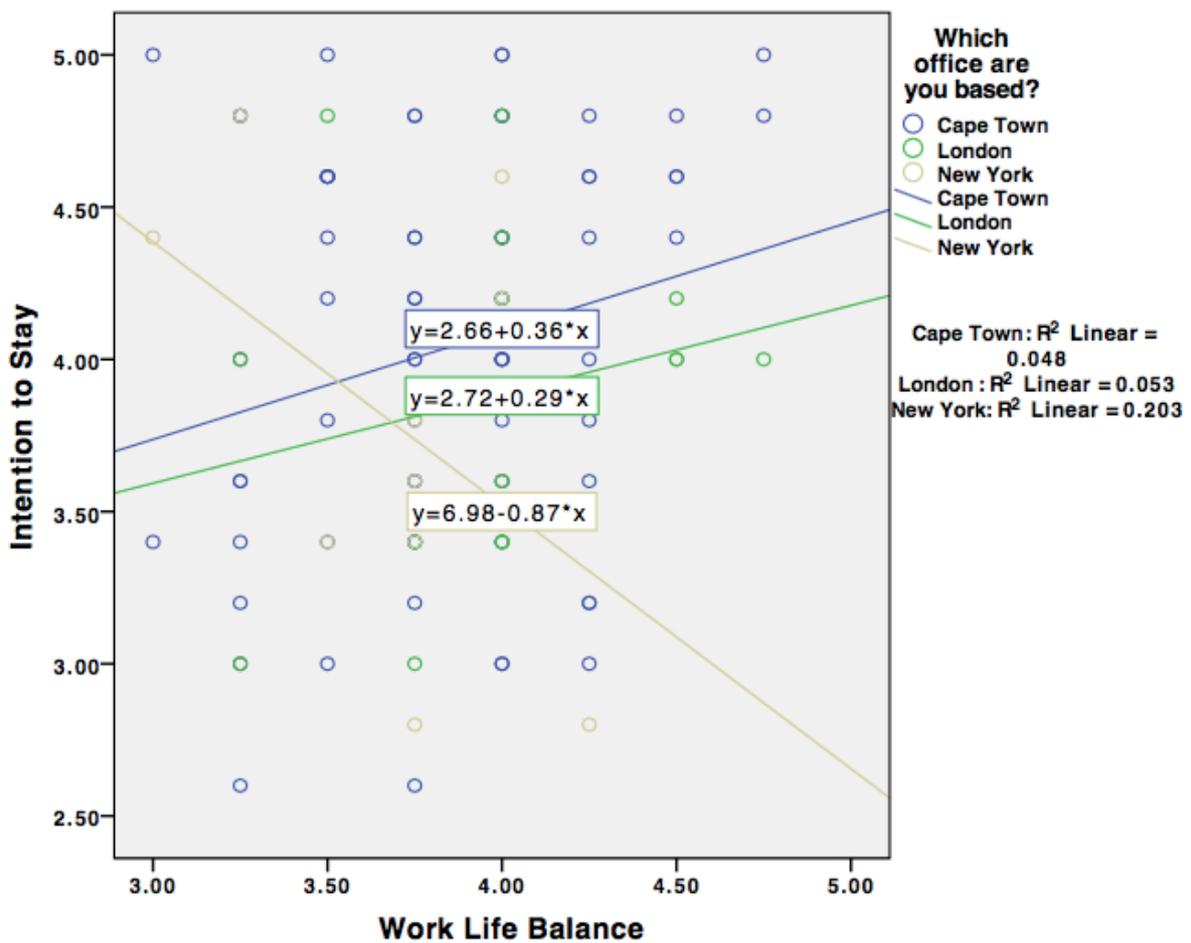
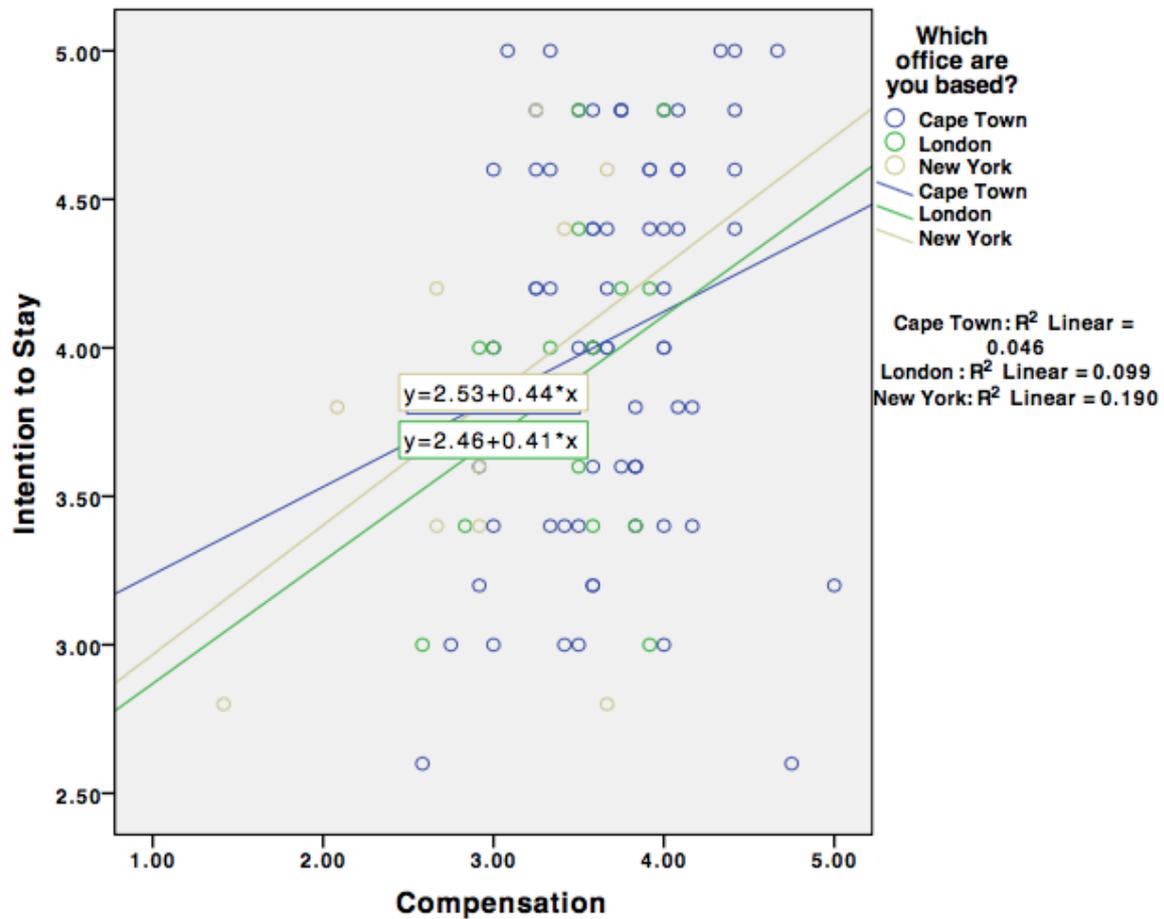


Figure 4.2

Descriptive Scatter Plot displaying the locations' relationships between compensation and intention to stay



4.6. Summary of hypothesis

The summary of the results from the analysis can be found in table 4.17. The table depicts which hypothesis were supported during the study.

Table 4.17

Summary of hypothesis results found in the study

Hypothesis	Description	Result
H1	Job Satisfaction predicts employee intention to stay	Supported
H2	Career Advancement predicts employee intention to stay.	Not supported
H3	Supervisor Support predicts employee intention to stay	Not supported
H4	Work-Life Balance predicts employee intention to stay	Not supported
H5	Compensation predicts employee intention to stay	Not supported
H6	Affective Commitment predicts employee intention to stay	Not supported
H7	The relationship between the independent factors and intention to stay differs between the employees located in London, New York and Cape Town	Supported

Chapter 5: Discussion of results and conclusion

This chapter summarises the results of the study, in relation to the research currently available and discussed in the literature review. The opportunities for future research, limitations and practical and theoretical implications of the study will also be discussed in this chapter.

5.1. Contributions of the present study

The current study provided valuable insight into factors which influence employee intention to stay at Prodigy Finance. The researcher hypothesised that employees at Prodigy Finance's perception of their job satisfaction, supervisor support, work-life balance, compensation, affective commitment and career advancement opportunities would predict their intention to stay. Job satisfaction was found to be the only significant predictor of intention to stay in this study. The non-significant relationships will not be discussed.

Job satisfaction predicts intention to stay which echoes previous research completed on this factor (Al-Emadi et al., 2015; Terera & Ngirande, 2014; Rode, 2004; Hausknecht et al., 2011). According to Judge and Church (2000), job satisfaction is the most widely researched topic in the history of industrial and organisational psychology and is strongly associated with intention to stay. The research found that while there are multiple factors which could influence an employees' intention to stay job satisfaction remains the most dominant factor.

As seen in the correlation matrix, the results concur with previous research that job satisfaction has a positive relationship with several independent factors in the study, such as compensation, supervisor support, career advancement and work-life balance (Al-Emadi et al., 2015; Alshmemri et al., 2017; Thekedam, 2010). These findings indicate that organisations need to consider multiple factors when they are implementing retention initiatives because different employees may be motivated and satisfied by different factors. This makes employee retention challenging. Based on the findings, it is evident that should Prodigy Finance recognise and improve the factors which impact their employees job satisfaction, the likelihood of their employees leaving will in turn be reduced. In addition to the multiple factors which need to be considered for employee retention, multinational organisations need to focus on the differences between the employees based in multiple locations (Reiche, 2008; Ngo et al., 1998, Allen &

Vardaman, 2017). In order for future research to make a reliable contribution to the current literature available, it is important to know whether the measurement scales in this study are supported by the reliability and validity assessments which will be discussed in the next section.

5.2. Psychometric properties of the measurement scales

Given that the measurement scales were adapted to the organisation's corporate culture and language, this section will discuss whether the scales used were proved reliable and valid in this study.

Based on what was derived from the reliability and validity assessment of the measurement scales, the scales for job satisfaction, supervisor support, work-life balance and intention to stay measured the factors and remained unchanged in the study.

Career advancement, compensation and affective commitment measurement scales included questions which needed to be removed to increase the validity of the study. The career advancement measurement scale included two questions which were removed. Both questions which were removed referred to acquiring talent from outside Prodigy Finance which may indicate that the employees may not feel their career opportunities are limited or threatened by the acquisition of external talent. This may be due to the fact that Prodigy Finance is growing exponentially and numerous vacancies open regularly which need to be filled by external candidates. These roles need to be filled by external candidates, rather than current employees, because they are new roles to the organisation which require different skillsets which current employees may not encompass. Compensation and affective commitment both had one item removed from their measurement scale. Once the items were removed from the measurement scales, the reliability of the scales improved and the items loaded significantly onto the seven factors in the study. The researcher's confidence in the results consequently improved as the scales appear valid.

Given the Chronbach alpha scores it can be concluded that the seven measurement scales are reliable for this study's sample. The Chronbach alpha results indicate a strong level of internal consistency within the scales.

Based on the psychometric properties of the scales discussed, it appears that the seven measurement scales are valid and reliable and the researcher can discuss the results of the study with confidence. Thus, the research will discuss the factors which influence employee's intention to stay and the factors which differ between locations in this study.

5.3. Factors influencing employee intention to stay

An analysis of the descriptive statistics produced in the study revealed that employees within the organisation have a high propensity to stay. The high intention to stay of the employees is an encouraging result for the organisation. At this current moment, the organisation appears to have highly committed individuals. There could be a variety of reasons for the high intention to stay. One possible reason could be the current average tenure of the employees. The majority of employees at Prodigy Finance have worked for the organisation for two years or less. Research has shown that millennials, on average, will likely look to move after three years or more (Deloitte, 2016; Campione, 2015). Deloitte (2016) found that 66 percent of employed millennials plan to leave their current employer within five years and Campione (2015) says that millennials are retained for an average of three years or less. These findings indicate that whilst the employees are not intending to leave currently, as their tenure with the organisation increases, it is likely that their intention to leave will increase. The possible change in intention to stay needs to be addressed and pre-empted in the organisation. The more information the HR team has about the factors which contribute to the intention to stay of their employees, the more affective their retention interventions will be.

In this study job satisfaction has the highest mean score of the independent variables across the locations. Whilst job satisfaction displays the highest score across the results, job satisfaction cannot be assessed independently because it is affected by numerous other variables. The correlation analysis shows that job satisfaction has a positive relationship with work-life balance, supervisor support, compensation, career advancement and affective commitment. This results shows if Prodigy Finance wants to improve their employees' perception of job satisfaction, they could focus on improving their employees' perception of work-life balance, supervisor support, compensation, career advancement and affective commitment. The higher an employees' perception of the additional variables in the study, the higher their job

satisfaction due to the positive relationship. The increase in job satisfaction will in turn increase their intention to stay.

In this study job satisfaction has the strongest relationship with career advancement. This finding is in line with previous research which found that an employees' intention to stay is strongly influenced by the presence of meaningful work and opportunities for promotion (Johanim & Yahya, 2012).

As the majority of the sample are millennials, it is useful to understand the link between career advancement and intention to stay for millennials in particular. Lyons, Schweitzer, Ng and Kuron (2012) found that millennials are significantly more motivated by career progression than previous generations. This research also found that the millennial generation do not follow the traditional and older career stage model, as previously identified by Gould and Hawkins (1978). Gould and Hawkins (1978) found that employees' career needs will depend on which stage they are in their career at an organisation; establishment stage, advancement stage and maintenance stage. These stages are no longer relevant in the current workforce (Lyons et al., 2012). For the millennial generation, career opportunities may be perceived as internal or external to the organisation and they can be upward or lateral movements, however career mobility is important to them.

The results also show that job satisfaction has the weakest relationship with work-life balance. This result is in line with the research completed by Vos and Meganck's (2007) which found that work-life balance has a high impact on an employees' intention to stay, yet it is less important than career development and job satisfaction as an overall retention factor. An employees' perception of their work-life balance is influenced by employment and domestic stressors (Crompton & Lyonette, 2006). The millennial generation values flexibility in their working arrangements and due to technological advances, they do not want to be bound to working set hours (Ozcelik, 2015). Millennials want to be able to be able to get the job done in their own way at their own pace and they want to be able work from home (Ozcelik, 2015). It is evident that the generation of the employees and their personal household circumstances will influence the employees' perception of work-life balance. The lesser importance of work-life balance in this study may be due to Prodigy Finance's employees already receiving flexibility in their working arrangements. Currently, Prodigy Finance offers their employees generous leave allowances, opportunities to work remotely and flexible working hours when they are

working from the office. The majority of employees in this sample do not have families and children and this could account for the extent to which work-life balance features as important at the current stage of their career.

The multiple factors which influence employees' intention to stay is important and useful for Prodigy Finance to be aware of when they are planning their retention strategies. The relationships between the variables in this study will help the organisation surmise how retention initiatives may have a potential knock-on effect. Should the organisation implement a retention initiative to enhance one of the factors identified in this study, other factors may be influenced in turn. The results show that career advancement and compensation have a strong relationship. This relationship may be due to employees assuming that as their career develops and they gain more experience, their compensation will in turn increase. A study by Al- Emadi et al. (2015) found that compensation alone will not retain employees, therefore the results in this study indicate that in order for the organisation to retain their employees, they need to offer career advancement opportunities and compensation needs to be in line with the different opportunities.

In this study, affective commitment has a strong and positive relationship with career advancement and compensation which indicates that an employees' perception of their career advancement opportunities and compensation influences how committed they are and how much they feel they belong to the organisation. Compensation offers employees security, autonomy and an improved self-worth, which in turn increases affective commitment (Dockel, Basson & Coetzee, 2006). Perceptions of fairness in compensation is also positively related to affective commitment (Dockel, Basson & Coetzee, 2006). Hofmans et al (2012) found that employees' whose rewards and recognition closely influences their perceptions of job satisfaction, will in turn positively influence their affective commitment. These findings confirm that an employee's perception of their rewards and recognition in the workplace, and in particular their perception of compensation, will impact their intention to stay. In addition to compensation, the results showed that career advancement influences their commitment to an organisation. Affective commitment is also positively correlated to the job scope, degree of autonomy and variety of skills being used and the amount of decision making allowed (Dockel, Basson & Coetzee, 2006). These findings resonate with career advancement because as an employee advances in their career, their job scope, autonomy and skills will subsequently

increase. Thus, the employee's perception of their career advancement will have an impact on their affective commitment to an organisation, and in turn, affect their intention to stay.

From the social exchange perspective, the employment relationship is a two-way transaction. If an organisation shows it cares about their employees by investing in their growth and development, employees will reciprocate by showing high affective commitment to the organisation (Kooij & Boon, 2017). Based on these results, employers need to be aware of the effect that perceptions of career advancement and compensation have on an employees' affective commitment. In summary, the employees' perception of their career advancement opportunities and compensation influences how they feel appreciated and recognised in the organisation which will in turn, influence their commitment and intention to stay.

5.3.1. Differences across locations

When reflecting on the results across locations, the results show that there are only two significant differences between the independent variables and location; namely compensation and work-life balance.

The current study's results show that the employees based in New York perceive compensation differently from employees in London and Cape Town. New York employees are less satisfied with their compensation compared to the employees in the other locations. This finding could be a result of New York being the ninth most expensive city in the world, according to a survey completed by the Economist Intelligence Unit. Hutchinson (2017) completed a survey on roommates living in similar conditions in London and New York to understand which city was more expensive and whether their compensation differed. The survey showed that New Yorkers earn 63% more on average than Londoners, and a one bedroom apartment will cost 35% more in New York. These results help the researcher apprehend the contextual realities of employees at Prodigy Finance. New York employees do not earn considerably more than the London employees but the cost of living in NY is higher. This may explain why the New York employees are less satisfied with their compensation, compared to the other locations.

Employees based in London work-life balance influences their intention to stay more than Cape Town and New York. The results showed that the employees in London have more work-life

balance than their colleagues in the other locations. Monroe (2017) found that employees in London employees typically have more work-life balance than New York because receiving five to six weeks' annual leave in London is the norm, where receiving three weeks of annual leave in New York is considered generous. Due to New York employees being accustomed to receiving significantly less time off than employees in London, the organisational culture at Prodigy Finance in New York consequently is less focused on work-life balance, compared to London. Based on the mean results across locations, the difference in these perceptions of work-life balance could also be a result of the London employees valuing supervisor support higher than the other locations. In order for an employee to have work-life balance, they need to be supported and encouraged by their supervisors. Rushton (2013) compared the work-life balance phenomena between New York and London, and the findings stated that New Yorkers see work and life as interchangeable and they are comfortable setting up meetings late at night or on Sundays where Londoners feel compulsory weekend and evening meetings are an intrusion of their personal time. Whilst this study's results are tentative findings on the perceptions of work-life balance in the different locations across Prodigy Finance, the results are in line with the findings that employees perceive work-life balance as more important in London, compared to New York.

The employees' based in Cape Town's perception of their work-life balance is not as high as the other locations in this study. The lower perception may be due to the employees feeling overworked and stretched. The organisation has experienced significant growth over the past two years, particularly in their Cape Town office as this is the headquarters and the largest office. The Cape Town organisation has found it difficult to find the right talent for the vacancies due to the technology skills shortage in South Africa (Erasmus & Breier, 2009; Daniels, 2007). The lack of technology skills in the country has caused a war for talent amongst organisations and in turn, the organisation's vacancies are open for longer than anticipated and consequently the employees are working longer hours to ensure the work gets done.

In summary, the factors which influence intention to stay is different between the employees based at different locations at Prodigy Finance. There are multiple elements which may influence the employees' perception of the variables in this study, yet it is evident Prodigy Finance should adapt their retention strategies for each location independently.

5.4. Study Limitations and Suggestions for Future Research

This study provides the organisation with useful insights into the factors which influence their employees' intention to stay, however there are limitations based on the questions asked in the survey. Whilst unpacking the results, it became evident that additional qualitative research could assist the researcher with understanding the motives behind certain responses from the sample.

The research design was a cross-sectional which is quick, easy and cost-effective (Sedgwick, 2014). The inherent challenge with cross-sectional research is that the research is time constrained and the results are based on observations made at one time, creating a snapshot of the problem. In addition to this challenge, the study may be prone to non-response bias if participants who take part in the research differ from those who opt out, because the sample will not be representative of the population (Sedgwick, 2014). In contrast, longitudinal studies are designed to allow research to observe the constructs over a period of time (Khomba, 2011). Longitudinal studies are optimal when a researcher wants to analyse changes to the sample and causal relationships over time (Khomba, 2011).

A suggestion for future research would be to complete a longitudinal design study so the results can show where the millennials are in a few years' time, and the results can be compared accordingly. This will help the researcher understand whether the impact of certain factors, such as career advancement, changes as the employees' tenure increases. Career researchers have recently found that globalisation, technological advances, increased workforce diversity and increased prevalence of knowledge-based work have made the traditional career patterns obsolete (Lyons et al., 2012). This is an important finding because the move away from traditional career patterns makes career advancement strategies a challenge for organisations. Due to career advancement opportunities being so important for the millennial generation, employers need to recognise the mobility of the younger generation and increase opportunities for job rotation and temporary secondments (Lyons et al., 2012). Retention strategies aimed at addressing the workforces' need for career advancement will minimise the employees' intention to leave (Lyons et al., 2012; Robert Half International, 2008; Gomez, 2014). Going forward, the organisation should use the data from their annual survey to obtain longitudinal data and assess whether the factors which retain millennials changes over time.

The research used one data gathering technique which limits the interpretations results. The data was collected through an online survey and the results were quantitative in nature. Incorporating additional qualitative research techniques, such as interviews and focus groups, would have allowed the researcher to retrieve more in-depth and meaningful data. The qualitative data could have helped interpret and unpack the results found. By way of example, it would have been beneficial to understand why the London employees are happier with work-life balance, compared to the counterparts in New York and Cape Town, because the same policies and guidelines are applied across the multinational organisation.

It would be useful for future research to investigate and assess the national cultural differences between the employees within each location. Cultural preferences may influence which factors employees feel are important to them in their career and it would be useful to understand how these preferences differ between cultures. In addition, it would be useful to analyse the employees' age during the study as this may influence the responses accordingly. The age of the employees' will be able to assist with identifying the generation of the sample as the research states the factors which influence employees' intention to stay between generations may differ (Thompson, 2011).

5.5. Theoretical Contributions

A key contribution of this study is that it confirms the findings of previous research available on employee retention and adds to the less researched area of retention specially in multinational organisations. Whilst there is some literature on employee retention in multinational organisations, this study contributes to the limited research on multinational organisations based in South Africa, United States and United Kingdom specifically, and the different retention factors which influence the employees therein.

One of the key findings extrapolated from the results of this case study and a potential contribution is that it is unlikely that a blanket retention strategy will work in multinational organisations and individualised retention strategies should to be customised per location and the employees' preferences therein (Wocke, 2015). The results have showed that an employees' compensation and work-life balance differ between locations and these disparities should be considered when implementing retention strategies across global organisations.

5.6. Practical Implications

The main practical implication for this study is the knowledge and insight it brings to organisations who are implementing retention strategies across multiple locations. Due to globalisation and the international war for talent and skills shortage, organisations realise how critical retention strategies are. Organisations need to retain their top talent to ensure their success. The results of this study are tentative, because they were based on one case study, yet the results do provide evidence that Prodigy Finance needs to understand the national culture in each location before introducing retention strategies.

The factors which influence an employee's intention to stay are fluid and dynamic because the factors which influence an employee currently, may change over time and as employees' life circumstances change. As employees move into different stages of their lives, their priorities may change which will in turn, effect which retention factors they prioritise. Prodigy Finance's bi-annual engagement survey will allow the organisation to keep a pulse of the needs of their employees at any given time. The organisation acknowledges that the preferences will change over time and the results are iterative.

Chapter 6. Conclusion

This study was conducted to identify which factors influence employees' intention to stay at Prodigy Finance and whether these factors differ between locations. The findings suggest that the employees at Prodigy Finance are committed to the organisation currently, yet due to multiple factors, such as their age and tenure, there is a likelihood their intention to leave will increase and it is critical for the organisation to ensure their global retention initiatives are in place.

Job satisfaction predicts the employees' intention to stay, irrelevant of the location the employees are based. Furthermore, the study found that an employees' perception of job satisfaction has a relationship with the employees' perception of compensation, work-life balance, affective commitment, career advancement and supervisor support. The mediation relationship between these factors could be investigated in future studies. Career advancement appeared to have a strong correlation with the employees' job satisfaction, based on the analysis performed, which allows the researcher to confirm that career advancement is an important factor to consider when implementing a global retention strategy at Prodigy Finance.

In addition to these findings, the study showed that employees' perception of work-life balance and compensation differed between locations. The findings show that work-life balance is a particularly important retention factor for the employees based in London and compensation is an important retention factor for the employees based in New York. These findings reiterate the importance for the organisation to understand the local preferences and context before deciding which retention initiatives to focus on.

7. References

Ahmed, F., (2015, January 25). *The Impact of National Culture on Organizational Culture*. Retrieved from <https://hrdbd.wordpress.com/2015/01/25/the-impact-of-national-culture-on-organizational-culture/>

Alarabi, S. & Wingardh, E. (2010). *Cultural Diversity within the Company and its Influence on Managers' Informational Roles: Case Study of UMA Ltd Co* (bachelor's thesis). Uppsala University, Uppsala, Sweden

ALDamoe, F.M.A., Yazam, M. & Ahmid, K.B. (2011). The Mediating Effect of HRM Outcomes (employee retention) on the Relationship between HRM Practices and Organizational Performance. *International Journal of Human Resource Studies*, 2(1), 75-88

Al-Emadi, A.A.Q., Schwabenland, C. & Wei, Q. (2015). The Vital Role of Employee Retention in Human Resource Management: A Literature Review. *IUP Journal of Organizational Behaviour*, 14(3), 7-32

Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18

Allen, D.G. & Vardaman, J.M. (2017). Recruitment and retention across cultures. *Annual Review Organizational Psychology Organizational Behaviour*, 4, 153-181

Alshmemri, M., Shahwan-Akl, L. & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16

Arthur, M.B., Khapova, S.N. & Wilderom, C.P.M. (2005). Career success in a boundaryless career world. *Journal of Organizational Behaviour*, 26(2), 177-202

Arthur, M. B., Hall, D. T. & Lawrence, B. S. (1989). *Handbook of career theory*. New York: Cambridge University Press

Barber, F. & Strack, R. (2005, June). *The Surprising Economics of a "People Business"*. Retrieved from <https://hbr.org/2005/06/the-surprising-economics-of-a-people-business>

Briggs, J. (2015). *A Cultural Guide to Working with South Africans*. Retrieved from <https://www.rw-3.com/blog/a-cultural-guide-to-working-with-south-africans>

Buchanan, D. & Huczynski, A. (2004). *Organisational Behaviour (5th Ed)*. FT Prentice, London

Campione, W.A. (2015). Corporate offerings: why aren't millennials staying?. *Journal of Applied Business and Economics*, 17(4), 60-75

Chew, J. & Chan, C.C.A. (2008). Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, 29(6), 503-522

Choo, S. & Bowley, C. (2007). Using training and development to affect job satisfaction within franchising. *Journal of Small Business and Enterprise Development*, 14(2), 339-352

Clark, A. & Oswald, A.J. (1996). Satisfaction and comparison income. *Journal of Public Economics*, 61(3), 359-381

Coetzee, M. & Gunz, H. (2012). Careers and retention of staff in the 21st century world of work: Introduction to the special edition. *SA Journal of Human Resource Management*, 10(2), 505-509

Coker, D. (2016, May 12). *Career Development Has the Highest Impact on Employee Retention*. Retrieved from <https://www.thehrdigest.com/career-development-highest-impact-employee-retention/>

Crompton, R. & Lyonette, C. (2006). Work-life 'balance' in Europe. *Acta Sociologica*, 49(4), 379-393

Daniels, R.C. (2007). *Skills Shortages in South Africa: A Literature Review*. (DPRU Working Paper 07/121). Retrieved from Development Policy Research Unit.

Davis, P.J. (2015). Implementing an employee career-development strategy: How to build commitment and retain employees. *Human Resource Management International Digest*, 23(4), 28-32

Deloitte Consulting (2014). *Global Human Capital Trends 2014*. Deloitte University Press: Stephan, M., Vehdat, H., Walkinshaw, H. & Walsh, B

Deloitte Consulting (2016). *The 2016 Deloitte Millennial Survey*. Retrieved from www.deloitte.com/MillennialSurvey

Dockel, A. (2003). *The Effect of Retention Factors on Organisational Commitment: An Investigation of High Technology Employees* (Masters dissertation). Retrieved from Faculty of Economics and Management Sciences, University of Pretoria

Dockel, A., Basson, J.S. & Coetzee, M. (2006). The effect of retention factors on organisational commitment: An investigation of high technology employees. *SA Journal of Human Resource Management*, 4(2), 20-28

Elsaid, A. M. (2012). The effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations. *Business and Management Research* 1(4), 162-179

Erasmus, J. & Breier, M. (2009). *Skills Shortages in South Africa: Case Studies of Key Professions*. HSRC Press: Cape Town

Evans, J. D. (1996). *Straightforward Statistics for the Behavioural Sciences*. Pacific Grove: California Publishing

Ferres, Z. (2015, May 11). *The Human Element: Your Most Important Business Resource*. Retrieved from <https://www.entrepreneur.com/article/245848>

- Field, A. (2009). *Discovering statistics using SPSS (3rd ed.)*. California: Sage Publications
- Gelfand, M.J., Erez M. & Aycan, Z. (2007) Cross-cultural organizational behaviour. *Annual Review Psychology*, 58, 479-514
- Gentry, W.A., Kuhnert, K.W., Mondore, S.P. & Page, E.E. (2007). The influence of supervisory support climate and unemployment rate on part-time employee retention: A multilevel analysis. *Journal of Management Development*, 26(10), 1005-1022
- Gilbert, J. (2011). *The Millennials: A new generation of employees, a new set of engagement policies*. Retrieved from <https://iveybusinessjournal.com/publication/the-millennials-a-new-generation-of-employees-a-new-set-of-engagement-policies/>
- Glen, C. (2006). Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Industrial and Commercial Training*, 38(1), 37-45
- Gomez, M. (2014, October 20). *How Career Development Programs Support Employee Retention*. Retrieved from <https://www.td.org/Publications/Blogs/Career-Development-Blog/2014/10/How-Career-Development-Programs-Support-Employee-Retention>
- Gould, S. & Hawkins, B.L. (1978). Organizational career stage as a moderator of the satisfaction-performance relationship. *The Academy of Management Journal*, 21(3), 434-450
- Hausknecht, J.P., Rodda, J.M. & Howard, M.J. (2008). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *CAHRS Working Paper*, 8(6), 1-34
- Hayton, J.C., Allen, D.G. & Scarpello, V. (2004). Factor retention decisions in exploratory factor analysis: A Tutorial on Parallel Analysis. *Organizational Research Methods*, 7(2), 191-205
- Heathfield, S.M. (2016, October 4). *Keys to Employee Satisfaction*. Retrieved from <https://www.thebalance.com/keys-to-employee-satisfaction-1918009>

Herzberg, F., Mausner, B. & Snyderman B. (1959). *The motivation to work*. New York: Wiley.

Hofmans J., De Gieter, S. & Pepermans, R. (2012). Individual differences in the relationship between satisfaction with job rewards and job satisfaction. *Journal of Vocational Behaviour*, 82, 1–9

Hutchinson, M. (2017, April 5). *New York vs London - Which is the best city to rent in?*. Retrieved from <https://blog.spareroom.com/2017/04/05/new-york-vs-london/>

IOR Global Services (2004). *Navigating British Culture: How the Brits Conduct Business*. Hodder and Stoughton Ltd: London

Jayasingam, S., Govindasamy, M., Kaur, S. & Singh, G. (2016). Instilling affective commitment: insights on what makes knowledge workers want to stay. *Management Research Review*, 39(3), 266-288

Johanim, J. & Yahya, K. (2012). Promoting employee intention to stay: do human resource management practices matter? *International Journal of Economics and Management*, 6(2), 396–416

Judge, T. A. & Church, A. H. (2000). Job satisfaction: Research and practice, *Industrial and Organisational Psychology: Linking theory with practice*, 166-198

Kerr-Phillips, B. (2009). Macro and micro challenges for talent retention in South Africa. *SA Journal of Human Resource Management*, 7(1), 157-167

Kaiser, H.F. (1960). The application of electronic computers to factor analysis. *Educational and Psychological Measurement*, 20, 141-151.

Khomba, J.K. (2011). *Redesigning the balanced scorecard model: an African perspective* (Doctorate Dissertation). Retrieved from Faculty of Economic and Management Sciences at the University of Pretoria.

Kooij, D.T.A.M. & Boon, C. (2016). Perceptions of HR practices, person–organisation fit, and affective commitment: The moderating role of career stage. *Human Resource Management Journal*, 28, 61–75.

Kundu, S. C. & Lata, K. (2017). Effects of supportive work environment on employee retention: Mediating role of organizational engagement. *International Journal of Organizational Analysis*, 25(4), 703-722

Landau, J. & Hammer, T. H. (1986). Clerical employees' perceptions of intra organisational career opportunities, *Academy of Management Journal*, 29(2), 385–404.

Lyons, S.T., Schweitzer, L., Ng, E.S.W. & Kuron, L.K.J. (2012). Comparing apples to apples: A qualitative investigation of career mobility patterns across four generations, *Career Development International*, 17(4), 333-357

Mak, B. & Sockel, H. (2001). A confirmatory factor analysis of IS employee motivation and retention. *Information and Management*, 38, 265-276

Meyer, J.P. & Allen, N. (1991). A three-component model conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89

Mitchell, T.R., Holtom, B.C. & Lee, T.W. (2001). How to keep your best employees: Developing an effective retention policy. *The Academy of Management Executive*, 15(4), 96 – 109

Moran, R.T., Harris, P.R. & Moran, S.V. (2007), *Managing Cultural Differences: Global Leadership Strategies for the 21st Century*. Oxford: Elsevier Inc.

Monroe, J. (2017). *Why are salaries lower in London than NYC*. Retrieved from <https://www.quora.com/Why-are-salaries-lower-in-London-than-NYC>

Morgan, J. (2014, December 15). *The Top 10 factors for on-the-job employee happiness*. Retrieved from <https://www.forbes.com/sites/jacobmorgan/2014/12/15/the-top-10-factors-for-on-the-job-employee-happiness/#4fd48a8d5afa>

Ng, E.S.W., Schweitzer, L. & Lyons, S.T. (2010). New generation, great expectations: A field study of the millennial generation. *Journal of Business Psychology*, 25, 281-292

Ngo, H.Y., Turban, D., Lau, C.M. & Lui, S.Y. (1998). Human resource practices and firm performance of multinational corporations: influences of country origin, *The International Journal of Human Resource Management*, 9(4), 632-652

Nunnally, J.C. (1970). *Introduction to psychological measurement*. New York: McGraw Hill

Oladapo, V. (2014). The impact of talent management on retention. *Journal of Business Studies Quarterly*, 5(3), 19-36

Ozcelik, G. (2015). Engagement and retention of the millennial generation in the workplace through internal branding. *International Journal of Business and Management*, 10(3), 99-107

Rasmus, D. W. (2007). The next-generation workforce and project management. *Academy Sharing Knowledge Magazine*, 30-33

Reiche, B. S. (2008). The configuration of employee retention practices in multinational corporations' foreign subsidiaries. *International Business Review*, 1-32

Robert Half International (2008). *What millennial workers want: how to attract and retain gen Y employees*. California: Robert Half International

Rode, J.C. (2004). Job satisfaction and life satisfaction revisited: A longitudinal test of an integrated model. *Human Relations*, 57(9), 1205-1230

Rushton, K. (2013). *Work life balance? It's all the same thing in New York*. Retrieved from <http://www.telegraph.co.uk/finance/comment/10202972/Work-life-balance-Its-all-the-same-thing-in-New-York.html>

Samuel, M.O. & Chipunza, C. (2009). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410-415

Schulz, E. (2007). *Time is money– understanding US business culture*. Retrieved from <http://www.tcworld.info/e-magazine/business-culture/article/time-is-money-understanding-us-business-culture/>

Sedgwick, P (2014). *Cross sectional studies: advantages and disadvantages*. Retrieved from <http://www.bmj.com/content/348/bmj.g2276>

Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592-599

Singh, D. (2016). managing cross-cultural diversity: issues and challenges in global organizations. *IOSR Journal of Mechanical and Civil Engineering*, 43-50

Singh, R.P. & Kaur, H. (2016). managing cross-cultural: issues and challenges in global organizations. *International Journal of Advance Research and Innovative Ideas in Education*, 2(3), 4034-4038

Son, S. (2016, March 1). *How social exchange theory applies to the workplace*. Retrieved from <https://www.tinypulse.com/blog/sk-social-exchange-theory-in-the-workplace>

Tavakol, M. & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53-55

Terera, S.R. & Ngirande, H. (2014). the impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 481-487

Thekedam, J.S. (2010). A study of job satisfaction and factors that influence it. *Management and Labour Studies*, 35(4), 407-417

Thompson, N.W. (2011). *Managing the Millennials: Employee Retention Strategies for Generation Y* (Bachelor's thesis), Claremont McKenna College, California, United States of America

Thompson, C. & Gregory, J.B. (2012). managing millennials: a framework for improving attraction, motivation, and retention. *The Psychologist-Manager Journal*, 15, 237–246

Tucker, E., Kao, T. & Verma, N. (2006). *Next-Generation Talent Management*. Hewitt Associates LLC.

Vos, A.D. & Meganck, A. (2008). What HR managers do versus what employee's value: Exploring both parties' views on retention management from a psychological contract perspective", *Personnel Review*, 38(1), 45-60

Wanous, J.P., Reichers, A.E. & Hudy, M.J. (1997). overall job satisfaction: how good are single-item measures?. *Journal of Applied Psychology*, 82(2), 247-252

Wayne, S. J., Shore, L. M. & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82-111. <http://dx.doi.org/10.2307/257021>

Wocke, A. (2015). *2015 Human Capital Trends Report for South Africa*. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/za/Documents/human-capital/ZA_2015_HCTrends_SAvs4_120615.pdf

Appendices

Appendix A

The PSI Measurement Scale

Job Satisfaction (Wanous, Reichers, & Hudy (1997))	
JS1	I love what I do at Prodigy Finance
JS2	I find my activities at work to be personally meaningful
JS3	My activities at work are interesting
JS4	I get a lot of satisfaction from carrying out my responsibilities at work
JS5	Generally speaking, I am very satisfied with my job
JS6	I am generally satisfied with the kind of work I do in my job
Supervisor Support (Dockel, 2003)	
SS1	I feel valued by my manager
SS2	My manager looks for opportunities to praise positive employee performance, both privately and in front of others
SS3	My manager regularly gives me any "feedback" about how well I am doing
SS4	My manager often lets me know how well he/she thinks I am performing my job.
SS5	My manager frequently recognises a team member for work well done.
SS6	My manager rewards a good idea by implementing it
SS7	My manager rewards a good idea by giving the responsible team member credit.
Work-life Balance (Dockel, 2003)	
WLB1	My work schedule is often in conflict with my personal life. R
WLB2	I often feel like there is too much work to do. R
WLB3	My job affects my role as a partner, friend, spouse and/or a parent. R
WLB4	My job has negative effects on my personal life R
Career Advancement (Dockel, 2003)	
CAD1	My career development is important to Prodigy Finance
CAD2	There are enough career opportunities for me at Prodigy Finance
CAD3	My chances for being promoted are good.

CAD4	It would be easy to find a job in another department.
CAD5	Job vacancies at Prodigy Finance are usually filled by people externally R
CAD6	An employee who applies for another job at Prodigy Finance has a better chance of getting that job than someone applying externally for the job.
Compensation (Dockel, 2003)	
COMP1	I receive enough information about Prodigy Finance's salary and benefits structure
COMP2	I am satisfied with my current total salary package (base pay, benefits and bonuses).
COMP3	I am satisfied with my benefits
COMP4	I am satisfied with the value of my benefits.
COMP5	My total salary package (base pay, benefits and incentives) is competitive in the market
COMP6	I was satisfied with my most recent raise.
COMP7	I am satisfied with how my raises are determined.
COMP8	My manager has sufficient influence on my pay.
COMP9	I am satisfied with the number of benefits I receive.
COMP10	I am satisfied with the company's pay structure.
COMP11	Prodigy Finance consistently adheres to remuneration policies.
COMP12	I am satisfied with how Prodigy Finance administers pay.
Affective Commitment (Allen & Meyer, 1990)	
AFCOM1	I would be very happy to spend the rest of my career with Prodigy Finance
AFCOM2	I enjoy talking about Prodigy Finance with people outside it
AFCOM3	I really feel as if Prodigy Finance's challenges are my own
AFCOM4	I think that I could easily become as attached to another organization as I am to this one R
AFCOM5	I feel part of the Prodigy Finance family.
AFCOM6	I feel 'emotionally attached' to Prodigy Finance
AFCOM7	Prodigy Finance has a great deal of personal meaning for me
AFCOM8	I feel a strong sense of belonging to Prodigy Finance
Intention to Quit (Wayne Shore Liden 1997)	

ITQ1	I think I will be working at Prodigy Finance three years from now.
ITQ2	I seldom think about quitting my job at Prodigy Finance
ITQ3	I am actively looking for a job outside Prodigy Finance R
ITQ4	As soon as I can find a better job, I'll leave Prodigy Finance R
ITQ5	I am seriously thinking about quitting my job R

Appendix B

PSI Measurement Scale – December 2016

Overall, I am happy at Prodigy Finance.
I understand how my work contributes to the overall success of Prodigy Finance.
I want to see Prodigy Finance succeed
My job is important in accomplishing Prodigy Finance's mission and goals.
I would recommend working at Prodigy Finance to my friends.
Prodigy Finance is flexible around my family and personal responsibilities.
I utilise the flexibility Prodigy Finance offers me.
I feel my remuneration package is fair based on my experience and role at Prodigy Finance.
My physical working environment is comfortable and well maintained.
I feel part of the Prodigy Finance family and community.
Prodigy Finance has high performance standards.
Poor performance is addressed effectively at Prodigy Finance.
I agree with Prodigy Finance's values.
I want to come up with new and better ways of doing things.
My work gives me a feeling of personal accomplishment and I am proud of the work I produce.
I have the tools and resources to do my job well.
I go above and beyond what is required of me in my role.
I know what is expected of me in my role. I have clearly defined goals.
Prodigy Finance does a great job of keeping us informed about any matters which affect us.
My job makes good use of my skills and abilities.
I enjoy the work that I do.
I am satisfied with my involvement in the decisions which affect my work.

I am rewarded for the quality of my efforts.
I feel that I do a great job.
I am excited about the growth and development opportunities available to me at Prodigy Finance.
I have a clear understanding of my career path at Prodigy Finance.
I see myself working at Prodigy Finance one year from now.
I am constantly learning and feeling challenged in my role.
I am proud to tell people I work at Prodigy Finance.
My job makes a difference in the world and to the lives of others.
I have fun at work.
I am very happy with my relationship with my line manager.
My manager encourages me to do my best at work.
I feel valued by my manager.
My manager encourages work/life balance.
My manager gives me enough feedback about my performance.
I am given the opportunity to participate in the PDP objective setting process.
When I do a good job, I receive the praise and recognition I deserve.
There is a strong feeling of teamwork and collaboration in my team.
My manager does a good job of sharing information with the team.
Senior management does a good job of sharing information with the business.
I am comfortable sharing my ideas and thoughts with my manager.
I am comfortable sharing my ideas and thoughts with the senior leadership team.
I find the senior leadership team approachable.
My manager treats me with respect.
My manager listens to what I am saying.
My colleagues care about one another.
I want to see my colleagues succeed.

Appendix C

Approval from UCT Department of Ethics

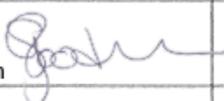
I hereby undertake to carry out my research in such a way that

- there is no apparent legal objection to the nature or the method of research; and
- the research will not compromise staff or students or the other responsibilities of the University;
- the stated objective will be achieved, and the findings will have a high degree of validity;
- limitations and alternative interpretations will be considered;
- the findings could be subject to peer review and publicly available; and
- I will comply with the conventions of copyright and avoid any practice that would constitute plagiarism.

Signed by:

	Full name and signature	Date
Principal Researcher/Student:	Samantha Sampson 	28/06/2017

This application is approved by:

Supervisor	Suki Goodman 	30-6-17
HOD (or delegated nominee – for all Honours Projects):	 Siphwe Dlamini	9/08/2017
Chair: Faculty EIR Committee (only for postgraduate research at Master and PhD level)		

Appendix D

The PSI Cover Letter

The Prodigy Smile Index (PSI) is a bi-annual survey which allows us to assess how our most important assets (i.e. You) are doing. Once we have the feedback we will work with the leadership team to analyse what's working and where we can improve in an effort to make Prodigy Finance an even better place to work! The results we received from December's survey were incredibly useful and you would have seen some of the suggestions implemented since then.

The PSI format this time round has changed a bit... this is because (A) we learnt from our first version and (B) because Samantha Sampson will be using the anonymised data (as discussed

and agreed with Prodigy Finance) for her Masters topic "What factors influence employee intention to stay at a multinational organisation and do these facts differ across geographic location?". This research has been approved by the Commerce Faculty Ethics in Research Committee. Your participation in this survey is voluntary. You can choose to withdraw from the survey at any time. You won't be requested to supply any identifiable information, ensuring anonymity of your responses. Linked to this, you'll notice that some of the questions are probably a bit more corporate than we'd normally like - this is the compromise we're making this time round for established measurement scales where possible. If you would like, you are welcome to receive a copy of Samantha's study once it is complete. If you have any questions around the study, please contact Samantha at samantha.sampson@prodigyfinance.com.

The PSI should take 15 minutes (tops) to complete. Thanks in advance for completing this, your feedback is appreciated.

Onwards and upwards!