



# **INVESTIGATING RETENTION IN THE SOUTH AFRICAN POLICE SERVICE**

by

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## **Abstract**

### **Background**

In order for the South African Police Service to fulfil its mandate of creating a safe and secure environment, various human, financial, and technological resources are required. Hence, the availability of adequately trained human resources is considered critical in ensuring that the South African Police Service is able to fulfil its roles and responsibilities. Without the efforts, knowledge, capabilities, and committed behaviour of its police officers, the organisation would not be able to achieve its objectives and deliver on its mandated duties. However, recent data published by the South African Police Service revealed an increase in employee turnover, particularly at senior levels within the organisation and among highly skilled/specialist staff. Due to the stringent requirements of law-enforcement positions, the recruitment and selection of police officers is a lengthy, costly and often complex process. This is even more applicable to those in senior and highly skilled and/or specialist positions. It is, therefore, of paramount importance that an effective retention strategy is put in place to curb voluntary employee turnover and thus ensure the retention of scarce skills within the police force.

### **Aim of the Study**

Being able to retain and engage police officers, a scarce resource, is vital for the South African Police Service in ensuring that it is able to fulfil its legislated mandate. Therefore, the aim of the present study was to identify the push and pull factors and/or the reasons that are most commonly related to voluntary turnover among the employees of the organisation. Identification of these factors would make it possible to present recommendations and/or to propose strategies, policies and practices that could be implemented to increase the retention of skilled senior staff.

### **Method**

A descriptive research design was utilised. To address the research question, copies of archived exit-interview questionnaires were obtained from the South African Police Service. When an employee tenders his/her resignation, an exit interview is conducted by a trained interviewer (typically a social worker, psychologist or chaplain). During this meeting, an exit-interview questionnaire is completed and archived. This

questionnaire consists of both closed-ended and open-ended semi-structured questions. A sample of exit-interview questionnaires (n=91) that comprised questionnaires from employees who held the rank of Sergeant, Warrant Officer or Captain and who had voluntarily resigned from the Western Cape South African Police Service during the 2016/17 fiscal year was obtained. Both qualitative and quantitative data obtained from the exit-interview questionnaires were analysed.

## **Findings**

The findings suggested that overall, the South African Police Service was considered a good employer. The most prevalent reason for employee turnover was found to be related to the perceived safety of individuals and the risk to employees' lives in carrying out their duties. The reasons given for resigning from the organisation were divided into two categories, namely individual factors (i.e., related to the person) and organisational factors (i.e., related to the organisation). Individual factor variables provided by respondents as reasons to leave included health, relocation, further studies, family time, rest, long service, and age. Organisational factors included better career opportunities; business opportunities; unfair treatment; lack of recognition, promotion or advancement opportunities; undesirable working hours; and issues with leadership/management.

## **Recommendations**

Based on the findings, it is recommended that an effective retention strategy is implemented within the South African Police Service that includes career development, health and wellness, reward and recognition, work-life balance, and leadership. This recommended retention strategy should value transparency and empowerment and should aim to create a workplace that is conducive to good working conditions through enhancing team cohesion; creating opportunities for learning; and improving service delivery, the quality of work life, and work-life balance.

*Keywords:* employee turnover, retention, security services, South African Police Service

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## **Chapter 1**

### **Introduction**

The Constitution of the Republic of South Africa, 1996 mandates the rendering of various security services, making provision for the establishment of the South African National Defence Force (SANDF), the South African Police Service (SAPS) and the State Security Agency (SSA), formerly known as the National Intelligence Service. Chapter 11 of the Constitution stipulates that these security services are to serve South African citizens both as individuals and collectively as a nation in such a manner that all persons may live as equals in peace and harmony, free of fear and intimidation and in such a way that they may attain a better life for themselves. The Constitution further stipulates distinct objectives for each security service based on the nature of the service. The primary objectives and mandated responsibilities of the SAPS are to prevent, combat and investigate crime; to maintain public order; to protect and secure the inhabitants of the Republic and their property; and to enforce and uphold the law.

All branches of the South African security services, including the SAPS, are declared crucial or essential services in terms of the Labour Relations Act, No. 66 of 1995 (Republic of South Africa, 1995). The designation as an essential service implies that individuals employed in such organisations are not afforded certain labour law rights that are enjoyed by employees in the public and private sectors. For example, there is the limitation on the right to partake in any strike action when one is employed within a designated essential service such as the SAPS.

Chapter 11 of the Constitution stipulates that the SAPS should prevent, investigate and combat crime and maintain public law and order, a mandate collectively referred to as policing. However, the creation of a safe and crime-free environment for South African citizens has been one of the greatest challenges for the SAPS. According to the *South African Police Service Annual Report 2016/2017* (Republic of South Africa, 2017), the instances of violent crime, namely aggravated robbery, murder, and attempted murder, were reported to have steadily increased over the previous ten years. The Institute for Security Studies (2016/17) and the SAPS reported that during the 2016/17 financial year, on average, more than 52 people were killed daily in South Africa. As is evident from such statistics, violent crime is a serious concern that urgently needs to be addressed. The consistent increase in reported

instances of violent crime and the relatively high levels of such crime when compared with other countries suggests that the SAPS is not fulfilling its policing mandate (i.e., to ensure the safety and security of South Africans adequately). In order to fulfil its mandated policing function successfully, the SAPS requires sufficient numbers of competent and experienced police officers to be deployed to where they are most needed.

When attending a crime scene, police officers need to possess the required expertise to collect and secure evidence according to set standards and protocols. Witnessing violent crime scenes is often traumatic and even disturbing for police officers. Therefore, to perform a policing function effectively, individuals need to possess specialised expertise (competencies, knowledge, skills, and abilities) and the aptitudes and personality characteristics required for such roles.

Police officers are required to interact daily with the public, for example, when engaging in crime prevention and crime investigation. Crime prevention activities include being pro-active in setting up roadblocks where people are stopped and searched. Crime investigation requires police officers to take statements from victims, witnesses, and even alleged perpetrators in addition to being asked to attend court proceedings and to give evidence in court. Due to the stringent requirements of these positions, the recruitment of police members is a lengthy and complex process. Prospective police officers are required to be physically fit, to possess the required level of intelligence and to be emotionally stable and psychologically sound. Policing also requires certain personality traits, for example, good communication skills, compassion, and empathy while being psychologically resilient and having good coping skills.

Increasingly, organisations are recognising the value of retaining skilled and engaged employees from all demographic groups because such employees are paramount in ensuring that organisations achieve their strategic objectives (Torrington, Hall, Taylor, & Atkinson, 2009). Similarly, for the SAPS to fulfil its mandate of creating a safe and secure environment, various human, financial, and technological resources are required. Arguably, the availability of adequately trained human resources is paramount in ensuring that the SAPS is able to fulfil its roles and responsibilities. Without the efforts, knowledge, capabilities, and committed behaviour

of its police officers, the SAPS will not be able to achieve its objectives and carry out its mandated duties. Similar to private and public sector organisations, it is from this premise that human resource practitioners within the SAPS need to ensure that prospective police officers are attracted to join the police force and thereafter are adequately trained, motivated and engaged and thus ultimately retained.

Employee turnover within the SAPS is relatively low (2.4%), which typically would not be considered alarming when compared with employee turnover statistics reported in corporate organisations. Some may even argue that this percentage is too low and does not allow for healthy churn. However, the average does not truly reflect the range of turnover statistics within different departments, functions and geographic locations. High levels of job security, desirable remuneration, and benefits (including pension and healthcare benefits) offered by the SAPS are some of the reasons used to explain the low levels of employee turnover. Low employee turnover is more prevalent at the lower levels of the SAPS where it can be argued that a stable income with desirable benefits will disproportionately retain employees. However, departments within the SAPS that consist of skilled officers who are trained and experienced in technical or specialist roles are more susceptible to turnover. Staff working in such departments usually have other options due to the scarce skills that they possess, and these are the departments that can least afford to lose employees.

The *South African Police Service Annual Report 2016/2017* (Republic of South Africa, 2017) reported that voluntary resignation was the most prevalent reason for leaving the organisation (1 889 or 40.6% of all employee turnover), followed by retirement (see Table 1). The large number of retirees points to the extended tenure and the low employee turnover experienced in the organisation, which was mentioned above.

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Table 1

*Reasons for employee turnover (2016/17)*

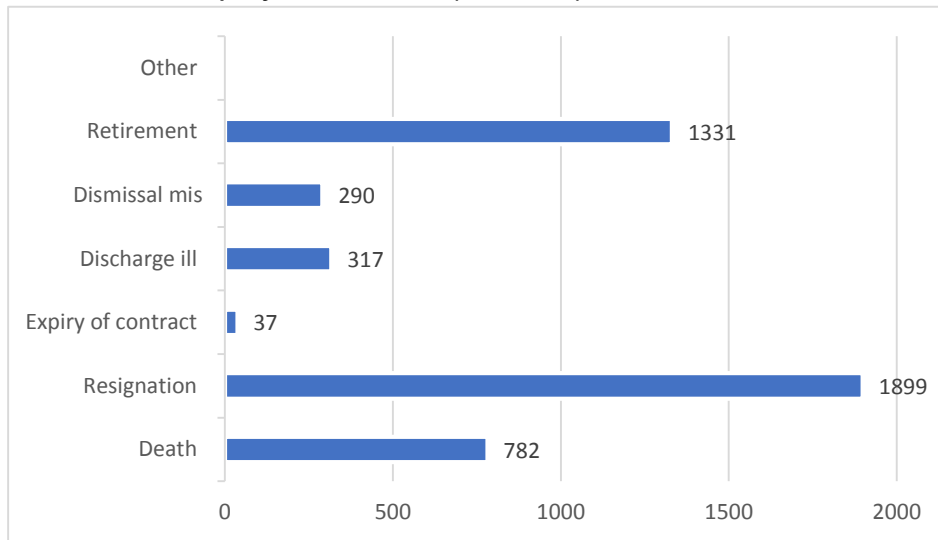


Table 2 summarises the employee turnover rates for the same period (i.e., 2016/2017) per salary band. As stated above, the highest percentages of terminations were at senior management level (salary levels 13–16) and highly skilled supervision staff (salary levels 9–12), followed by highly skilled production staff (salary levels 6–8).

Table 2

*Employee turnover rates by salary band (2016/17)*

Salary band	Employment at the beginning of the period	Recruitments	Terminations	Turnover rate %
<b>Less skilled</b> (Levels 1–2)	5 330	3 776	92	1.7%
<b>Skilled</b> (Levels 3–5)	93 061	1 478	1 228	1.3%
<b>Highly skilled production</b> (Levels 6–8)	84 491	960	2 832	3.4%
<b>Highly skilled supervision</b> (Levels 9–12)	9 099	83	453	5.0%
<b>Senior management</b> (Levels 13–16)	968	13	49	5.1%
<b>Total</b>	192 949	6 310	4 654	2.4%

The high percentage of voluntary resignations (police officers who leave of their own accord) in relation to other reasons for leaving (see Table 1) is of concern for the organisation. Even more so is that employee turnover is experienced at levels and in functions where replacements are difficult to obtain because of the specialist nature of these positions. Anecdotally, after conversing with human resource practitioners in the SAPS, it was apparent that little is known about the reasons why police officers choose to resign. More needs to be done to understand the factors that drive their intentions and ultimately, their decisions to quit.

Samuel and Chipunza (2009) suggest that management should identify the reasons for employee turnover so that retention strategies that will assist in managing employee retention may be crafted. Collectively, these processes are referred to as talent management.

The aim of the present research study was to identify the push and pull factors that are related to the voluntary resignation of police officers in the SAPS (i.e., their intention to quit). Once these factors were identified, it was hoped that

recommendations for developing a strategy for the SAPS that would improve the retention of employees with scarce skills could be made.

### **Rationale for the Research Study**

Investigating employee turnover within the SAPS and identifying the most common push and pull factors related to voluntary separation would allow recommendations for strategies to curb the turnover of skilled senior staff and specialists to be made. Being able to engage and retain police officers as a scarce resource is vital for the SAPS in fulfilling its mandate.

Various theoretical and empirical objectives were formulated to address the aim of the present study successfully:

- To identify theories and/or models that explained possible antecedents and processes associated with intention to quit and employee turnover by means of a literature review (studies conducted with both general and military/paramilitary samples were sought)
- To obtain data from the SAPS and identify common reasons for voluntary turnover as captured in exit-interview questionnaires
- To evaluate and compare the reasons identified in the data gathered from the exit interviews with theories and models of turnover found in the literature review
- To propose an integrated conceptual/theoretical model explaining the process underlying voluntary turnover within the SAPS
- To make recommendations for possible strategies to address voluntary turnover in the SAPS effectively

### **Contribution of the Research Study**

Identifying reasons for voluntary turnover and making recommendations in terms of developing and implementing a retention strategy will hopefully lead to a reduction of unwanted employee turnover and reduce the associated direct and indirect costs.

## **Chapter 2**

### **Literature Review**

The focus of this chapter is to provide a broader understanding of the SAPS, a national mandated security service, and the typical processes of intention to quit and employee turnover. Antecedents of employee turnover, models and theories of employee disengagement and employee turnover within general organisational samples and security services such as the SAPS were consulted and are described in this chapter.

#### **The South African Police Service**

The SAPS is a non-profit governmental organisation that is structured in terms of the Constitution. The SAPS is legally mandated to create a safe and secure environment for an estimated 54 908 900 inhabitants living in South Africa. This relates to approximately one police officer per 369 citizens.

The SAPS is one of the largest public sector organisations in South Africa, with approximately 194 605 employees deployed to 1 140 police stations across South Africa (Republic of South Africa, 2017). At least 5 040 entry-level trainees were recruited and trained in the 2016/17 financial year. In the 2016/17 financial year, the SAPS was allocated a budget of R80.894 billion compared with R76.72 billion allocated in the 2015/16 financial year.

The SAPS has a military-style rank structure that spans 16 salary levels, and leadership is exercised by means of a command and control culture. This arguably stands in contradiction to the current move towards establishing itself as a professional service organisation.

Chapter 2 of the Constitution, the Bill of Rights, deals with the fundamental rights of South Africa citizens and requires that the state and its agencies respect, protect, promote, and fulfil the rights afforded to them. This means that as agents of the state, members of the national police service must have due regard for the fundamental rights of every person when exercising their mandatory powers. Therefore, in the act of policing, police officers need to ensure that the rights afforded

to all South Africans are not violated and that they act appropriately (e.g., exercise acceptable levels of force when carrying out their duties).

Members of the police service are expected to remain impartial, respectful, open and accountable and to maintain high levels of integrity at all times. The SAPS continuously monitors the level of service provided by police officers. Every effort is made to improve this level of service through ensuring the efficient use of tax-payers' money, developing the skills of all its members through equal opportunity, and cooperating with all communities served, including all spheres of government, the public and other role players.

Policing entails daily interaction with members of the public in activities such as taking statements, conducting patrols, manning roadblocks, identifying witnesses, and attending court hearings. The activities of policing require police officers to demonstrate sound communication and to build trust with members of the public. Burger (2011) observed that public trust and confidence in the police force are prerequisites for effective policing. Burger (2011) further stated that the absence of trust and confidence in the national police force has several consequences including vigilantism.

The number of reports of police misconduct, police brutality, and police corruption has steadily increased over the last few years and so has the number of police killings. The *South African Police Service Annual Report 2015/2016* (Republic of South Africa, 2016) reported that 79 police officers, both on and off duty, were murdered, which indicates the danger that individuals experience in the line of duty. This is a real concern for police officers and is paramount in their decision to stay or leave the SAPS.

### **Employee Turnover in the South African Public Service**

According to the Department of Labour (2008), there is a severe shortage of managers in South Africa, citing that an additional 22 600 managers in various professions are required in the country. Muteswa and Ortlepp (2011) found that due to the shortage of critical skills, South African organisations often find themselves competing with international organisations for managerial-level employees, resulting not only in a local war-for-talent but also in a competition for talent globally. For local organisations, this

presents significant challenges, especially with the unfavourable exchange rate that makes it challenging to offer competitive salary packages.

Kock and Burke (2008) found that public service departments operate in an increasingly competitive environment in the matter of acquiring talent or employees who possess scarce skills and indicated that 35% of senior management posts (salary levels 13–16) were vacant in these departments. Due to this large number of vacancies, public service departments have difficulty providing an efficient and effective public service. The SAPS is not unique in this regard and experience similar issues related to filling vacant positions, thus making the management of employee turnover an important issue.

### **Employee Turnover in the South African Police Service**

Kocke and Burke (2008) studied talent management within the South African public sector and suggested that this sector is not exempt from the so-called war-for-talent, which is a global phenomenon affecting all types of organisations. The loss of scarce skills, or the so-called brain drain, is a challenge confronting South African organisations, including the SAPS.

Employee turnover in the SAPS is calculated by dividing the number of employees who left the service by the total number of employees for a specified period (Republic of South Africa, 2015). In reporting the reasons for employee turnover in the SAPS, employee turnover is categorised according to set criteria, which include death, resignation, expiry of contract, ill-health retirement, dismissal due to misconduct, and retirement.

In the SAPS annual report for the 2016/17 financial year (Republic of South Africa, 2017), it was reported that the overall employee turnover rate was 2.4%, with voluntary resignation representing the single largest reason for leaving (40.6%), followed by retirement (28.6%) and death (16.8%) (see Table 1). Employee turnover statistics for the 2015/16 financial year are summarised in Table 3 and Table 4. Similar to the 2016/17 reporting period, in the 2015/16 financial year, 6.6% of voluntary resignations were senior management staff (salary levels 13–16), followed by 4.4% highly skilled supervision staff (salary levels 9–12) and 3.8% highly skilled production staff (salary levels 6–8). The overall employee turnover for the 2015/16 financial year

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was low compared with other industries in which the turnover was often around 13%. However, it is concerning for the SAPS that such a significant proportion of employee turnover is by choice and was experienced among employee groups that are critical to its operations.

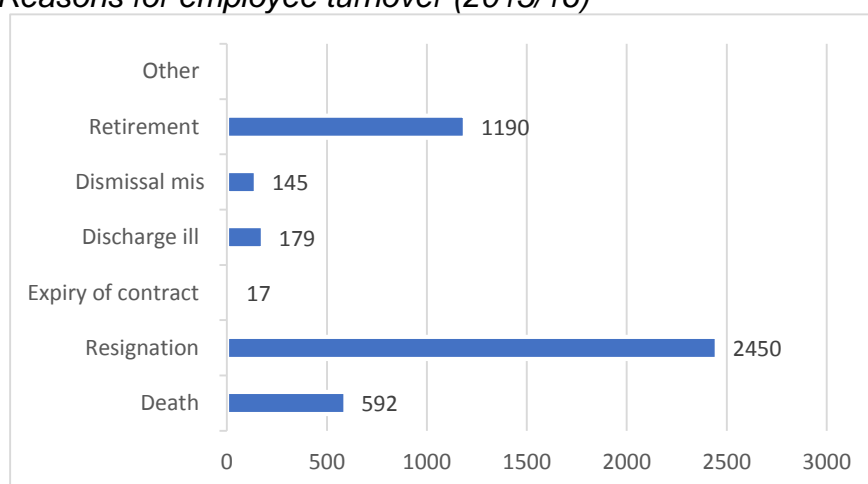
Table 3

*Employee turnover rates by salary band 2015/16*

Salary band	Employment at the beginning of the period	Recruitments	Terminations	Turnover rate %
Less skilled (Levels 1–2)	7 760	4 309	64	0.8%
Skilled (Levels 3–5)	94 975	1 545	1 043	1.1%
Highly skilled production (Levels 6–8)	79 245	488	3 029	3.8%
Highly skilled supervision (Levels 9–12)	9 145	29	398	4.4%
Senior Management level (Levels 13–16)	816	6	54	6.6%

Table 4

*Reasons for employee turnover (2015/16)*



The Criminal Record Forensic Science Service (CRFSS) in the SAPS, a department that provides a critical function within the SAPS, is the most at risk

regarding the level of voluntary employee turnover. Due to the skill requirements for working in this department, building capacity in the CRFSS is a serious challenge. Over the last few years, many scientists within the Forensics Service Laboratory left the SAPS to work in foreign countries such as the USA, the UK, New Zealand and Australia (Du Toit, 2007). In addition, other departments within the public sector (e.g., the Health Department) attracted scientists trained by the SAPS and offered salaries that were often twice that of the salaries received when working in the SAPS. The reality is that the SAPS is not able to provide counter offers and thus, these individuals often leave the force to take up the more lucrative offers. Because of the scarcity and high level of staff turnover in this division, a scarcity allowance was offered to retain these scientists. However, the provision of this allowance has proved to be insufficient to facilitate acceptable levels of retention.

Du Toit (2007) alluded to the high training costs for specialist members and even non-specialist members in the police service. The author also referred to the low salaries being paid and the high staff turnover and suggested that a retention strategy was required to increase tenure and achieve an acceptable return on training investment (Du Toit, 2007).

Omar (2008) researched the ballistics and biology units of the Forensic Science Laboratory that conduct DNA analyses and found that the lack of required resources within this department of the SAPS often causes delays in investigations and finalisations of the criminal cases. Redpath (2001) of the Institute for Security Studies investigated factors that led to police officers leaving the force and cited overly bureaucratic controls, excessive workload, lack of teamwork, lack of resources, lack of political support, and lack of respect from the community.

Regarding the direct and indirect costs associated with turnover, various outcomes of employee turnover are relevant not only to the SAPS but also to organisations in general. Therefore, to gain a better understanding of the issue of employee turnover as it applies to the SAPS, a literature review was conducted into this construct, its antecedents, and the outcomes.

## **Employee Turnover**

According to Ongori (2007), employee turnover is often classified into two categories, namely voluntary turnover and involuntary turnover. The focus of the present research study was on voluntary employee turnover, which is preventable, unwanted and not instigated by the organisation. Employee turnover is defined as the ratio of employees who leave an organisation during a specified period divided by the average number of employees in the organisation during that period (Ongori, 2007).

Employee turnover has also been classified as functional or dysfunctional (Allen & Griffeth, 1999). Functional turnover is when high-performance employees remain in the organisation while poor performing employees leave the organisation. Dysfunctional turnover is the opposite; high-performance employees leave the organisation and poor performance employees remain (Allen & Griffeth, 1999).

Despite the significant direct and indirect costs associated with employee turnover, at times, employee turnover may be beneficial for the organisation, for example, when poor performing employees leave the organisation (Shaw, Gupta, & Delery, 2005). However, it is important to avoid undesired voluntary turnover, especially if there are existing skill shortages that are likely to lead to future challenges in finding replacement employees and/or that hamper the organisation in fulfilling its strategic objectives (Van Zyl, 2009).

## **Outcomes of Employee Turnover**

High levels of employee turnover have been found to be detrimental to organisational success and sustained organisational performance (Abassie & Hollman, 2000). Sutherland (2004) corroborated this notion, arguing that organisations lose productivity and social capital and suffer defection when employees quit. Ongori (2007) found that employees who remain with the organisation are also affected.

Employee turnover leads to direct costs such as the costs of separation (e.g., leave payouts); the costs of replacing the employee who has left; finding temporary replacements; advertising, recruitment and selection costs; and induction and training costs (Mamun & Hasan, 2017). Various indirect costs are also associated with turnover such as the loss of skills, the loss of tacit knowledge, a decrease in morale among the colleagues who remain, lower levels of productivity, and lower service

levels since new members have to be trained to become fully productive (Ongori, 2007). Bagraim, Jaga, and Meyer (2010) argued that employee turnover in professional service organisations decreases customer satisfaction because there is often a personal relationship established between the employee and the customer.

Recruiting, selecting and training employees represent a major investment for organisations. Van As (2001) suggests that the loss of tacit memory, termed institutional amnesia by some, due to an employee leaving can have detrimental effects on an organisation. In addition, the trade secrets of an organisation may be lost or shared with competitors as a result. Abassi and Hollman (2000) affirm that the trade secrets of an organisation add to its competitive advantage and their loss further jeopardises the attainment of organisational goals and strategic objectives.

Research conducted by Deloitte Consulting LLP (2008) indicated that the average cost to replace an employee is 1.5 times the average annual salary of the individual being replaced. Gilbert (2011) suggested that the costs associated with employee turnover may be as much as 150% of the annual salary of the lost employee. Kaye and Jordan-Evans (2002) investigated employee retention within South African higher education institutions and asserted that the replacement costs of staff can be between 70% and 200% of the lost employee's annual salary.

According to Deloitte (2008), new employees may take up to a year to master their jobs, undergo induction and on-boarding, become familiar with the culture and establish organisational fit, thus becoming fully productive. While new employees are orienting themselves in their roles, service delivery, organisational effectiveness, and efficiency are at risk. Dywer, Prien, and Bernard (1990) found that employee turnover in the public service sector is further associated with negative economic, organisational, and service delivery consequences for the country.

The outcomes of employee turnover discussed above are summarised in Table 5.

Table 5

*Summary of outcomes related to intention to quit*

<b>Type of cost</b>	<b>Study</b>
<b><i>Direct costs</i></b>	
Leave payouts	Ongori (2007)
Recruitment	Ongori (2007); Deloitte (2008); Mamun & Hasan (2017); Bagraim et al. (2010)
Selection	Ongori (2007); Bagraim et al. (2010)
Induction and training	Ongori (2007)
Advertising	Mamun & Hasan (2017)
On-board cost	Mamun & Hasan (2017)
<b><i>Indirect costs</i></b>	
Loss in productivity	Ongori (2007); Mamun & Hasan (2017)
Lower service levels and customer dissatisfaction	Ongori (2007); Bagraim et al. (2010) Mamun & Hasan (2017)
Loss of tacit memory	Van As (2001)
Sharing trade secrets	Abassi & Hollman (2000)

### **Antecedents of Employee Turnover**

Sutherland and Jordaan (2004) suggest that to manage employee turnover effectively, one needs to understand the antecedents and the processes underlying the dynamics of employee turnover.

Mano-Negrin and Tzafirir (2004) cite various reasons for voluntary turnover, including job dissatisfaction, job stress, a lucrative job offer from another organisation, conflict with managers, and various other personal circumstances.

The Corporate Leadership Council (2003) reported a strong correlation between intention to quit and actual turnover. Intention to quit has been established as the best predictor of actual turnover, and the interdependence of job satisfaction, organisational commitment, and intention to quit is widely acknowledged.

Mobley, Griffith, Hand, and Meglino (1979) proposed an employee turnover model that demonstrates that employee turnover processes can be addressed by

understanding various cause-and-effect relationships. For example, not addressing changes in the working conditions that influence attitudinal variables often leads to intention to quit cognitions, which in turn, lead to actual employee turnover. Based on such processes, employee turnover is not a one-off process; it occurs over time, meaning that it can be avoided if addressed early enough.

Various authors (e.g., Allen & Griffeth, 1999; Lee, Mitchell, Holtom, McDaneil & Hill, 1999; Maertz & Campion, 2001; Milkovich & Boudreau, 1997; Van As, 2001) have argued that the decision to quit is influenced by several factors, some of which the organisation can control and some of which the organisation cannot control or has limited control. Khoele and Daya (2014) claim that the antecedents of intention to quit can generally be split into two categories, namely internal/personal and external industry and/or organisational factors. Industry factors include economic climate, transformation, and skills shortage. Organisational factors include work-life balance, lack of trusting environment, diversity, and problems with managers/supervisors and change processes. Personal factors include flexible working hours, travel opportunities, money, career development, and family responsibilities (Khoele & Daya, 2014).

Yang, Wan & Fu (2012) found that employees typically chose to leave their jobs for one or more of five reasons: 1) salary and benefits; 2) individual emotional conditions; 3) industry work style; 4) work responsibilities; and 5) work content. Liu and Wang (2006) found that individual characteristics such as age, marital status, education level, and years of experience and tenure were associated with the intention to quit. Elegbe (2010), quoting the Africa Association for Public Administration and Management, reported several factors within the African context that often lead to the intention to quit, of which most notably are poor compensation and uncompetitive working environments.

Bagram et al. (2010) argued that employees leave organisations for a variety of reasons, citing outside factors, functional turnover, push factors and pull factors:

- The outside factors are factors that are unrelated to work and over which the organisation has no control. Such turnover is unavoidable. However, organisations can limit these factors (e.g., when a spouse receives a good offer from an organisation and the family relocates, the organisation may try to be

flexible and offer career breaks or employment for the other spouse in the new location).

- Functional turnover is defined as resignations that are initiated by the employer or welcomed by the employer. The best example is a poor performer resigning or being dismissed.
- Push factors are factors that organisations can address but often, there are no warning signs (e.g., job dissatisfaction, boredom, lack of perceived development opportunities, and low levels of employee involvement/engagement).
- Pull factors are factors that if improved may lead employees to stay with the organisation (e.g., improvement in their salary levels and thus living standards).

Blake (2006) identified various antecedents of voluntary employee turnover, noting poor relationships between employees and managers/supervisors as one of the most prevalent reasons for leaving and suggested that employees leave managers, not organisations. Other reasons for quitting include a lack of career development; a lack of person-organisation fit; low compensation levels; rewards, such as bonuses and incentives that are not linked to performance; perceptions of pay inequity; work being perceived as not stimulating or meaningful; lack of recognition and reward; insufficient coaching and feedback; and poor team dynamics (Blake, 2006).

In a study that investigated the contributing factors to potential turnover in a sample of South African management-level employees, Muteswa and Ortlepp (2011) found that poor remuneration, lack of career progression, poor management, a more lucrative job or position offer, and poor working conditions often led to the decision to quit. In the study of Muteswa and Ortlepp (2011), poor remuneration and lack of career progression were the two antecedents of turnover most cited by respondents, while leadership style, career path strategies, and rewards were cited as influential reasons for leaving.

Burton (2006) indicated lack of open communication, shared meaning and common experience as factors leading to the decision to leave. Burton (2006) further stated that a lack of communication has little or no effect on employee retention in some industry.

Khoele and Daya (2014) found a positive company culture to be an important factor in retention.

Mamun and Hasan (2017) stated that the cause and the factors affecting employee turnover include managerial factors, working environment, pay, fringe benefits, career promotion, job fit, clear expectations, perceived alternative employment opportunities, and the influence of co-workers.

Govaerts, Kyndt, Dochy and Baert (2011) indicated that there is a positive link between age and employee turnover. The researcher further suggested that older employees are less likely to leave their organisation if they are unhappy. The older employees will stay because of the fear that finding another job might be impossible whereas younger employees are willing to take that risk of leaving an organisation when they are not happy.

The factors cited as antecedents of intention to quit are summarised in Table 6.

Table 6

*Summary of antecedents related to intention to quit*

<b>Factors</b>	<b>Study</b>
<b><i>Individual Factors</i></b>	
Age	Mamun & Hasan (2017)
Marital status	Mamun & Hasan (2017)
Education level	Mamun & Hasan (2017)
Years of experience	Mamun & Hasan (2017)
Emotional conditions	Yang, Wan & Fu (2012)
Family responsibility	Sutherland & Jordaan (2004)
Living standards	Bagraim et al. (2010)
<b><i>Organisational Factors</i></b>	
Organisational culture	Khoele & Daya (2000)
Lack of open communication	Burton (2006)
Poor remuneration	

Lack of career progression	Mano-Negrin and Tzafrir (2004); Elegbe (2010); Yang, Wan &Fu (2012); Blake (2006); Muteswa & Ortlepp (2011)
Poor management	Muteswa & Ortlepp (2011)
Poor relationship with employees	Muteswa & Ortlepp (2011)
Lack of career development	Blake (2006)
Recognition	Blake (2006)
Insufficient coaching and feedback	Blake (2006)
Working environment	Blake (2006)
Work style	Mamun & Hasan (2017); Muteswa & Ortlepp (2011); Elegbe (2010)
Engagement	Yang, Wan &Fu (2012)
Resources	Blake (2006)
Bureaucratic controls	Redpath (2001)
	Redpath (2001)
<b><i>Job Characteristics</i></b>	
Job stress	Mano-Negrin and Tzafrir (2004)
Work content not challenging	Yang, Wan & Fu (2012); Manun & Hasan (2017);
Clear expectations	Blake (2006)
Job dissatisfaction	Bagraim et al. (2010)
Workload	Bagraim et al. (2010)
	Redpath (2011)
<b><i>External Factors</i></b>	
Labour market	Milkovich & Boudreau (1997); Lee & Mitchell (1994)
Employment Equity	Milkovich & Boudreau (1997); Lee & Mitchell (1994)
Political support	Redpath (2001)
Community support	Redpath (2001)

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## **Theoretical Models of Employee Retention and Engagement**

The attraction, engagement, and retention of employees, collectively known as talent management, is a rapidly expanding field of study. Academics and practitioners working in the fields of performance, reward, and talent management are increasingly approaching the issues of attraction, employee engagement, and retention using understanding, insights, and theories from disciplines and areas of expertise. Various total reward models are the product of this symbiotic relationship between performance management, reward management, and talent management. Total reward models are designed on the assumption that reward strategies are not only meant to reward employees for their discretionary effort but also to enforce organisational commitment and job satisfaction.

Samuel and Chipunza (2009) investigated the relationship between various factors of motivation and employee retention among employees in public and private sector organisations and found that intrinsic motivational variables such as training and development, a sense of belonging to the organisation, job security, challenging/interesting work, and freedom for innovative thinking were often significantly related to retention.

Vinay (2018) suggested that Google is the only company in the world that announced many programs of employee retention. Google provide many benefits to its employees like flexible working hours, allowing employees to wear casual every day, permitting employees to bring their dogs to work every day, permitting the employees, providing special child care facilities to the mothers of toddlers and newly born babies, free massage, fully equipped gym, employee stock options, free drinks and snack throughout working hours etc.

Employees at Google are further provides an innovative way of working with its employees where the employees can provide 20% of their working time on personal projects.

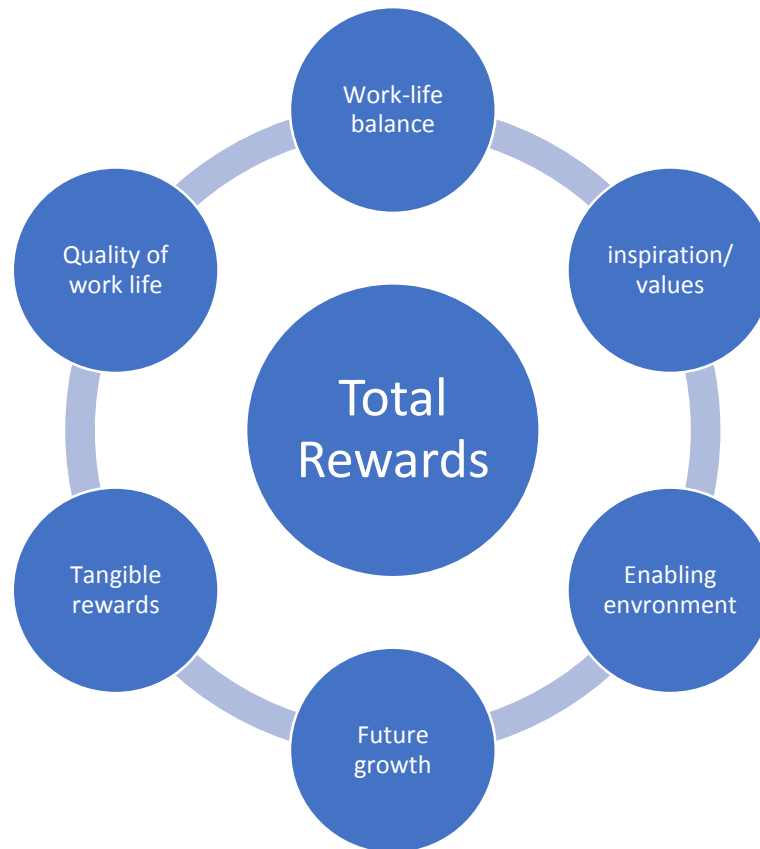
Wallis, Winternitz, and Birt (2004) suggested that organisations should consider which rewards (i.e., monetary or non-monetary) are crucial to the employee for attraction and retention. An experimental investigation into the causal influence of

financial reward elements on perceived job attractiveness found that remuneration had the largest main effect on attractiveness and that gender, race, and age did not demonstrate statistically significant main effects on perceived job attractiveness (Schlechter, Hung, & Bussin, 2014). In a further investigation, the causal influence of non-financial reward elements on perceived job attractiveness of knowledge workers, specifically work-life balance, learning, and career advancement were explored (Schlechter, Thompson, & Bussin, 2015). It was found that non-financial rewards had a statistically significant main effect on the perceived attractiveness of a job. In addition, gender was found to have an effect in that non-financial rewards were more attractive to females than males (Schlechter et.al, 2015).

Glen (2006) asserts that the maximisation of employee and team engagement, motivation, attendance and retention through assessment and regular feedback, ongoing support and experience-based development initiatives are vital in today's highly competitive environment. A study by Deloitte (2008) found that employees expect and are engaged by interesting and challenging work assignments; open two-way communication between employees and their managers and other colleagues; and opportunities for growth and development. Salopek (2000) identified several factors as critical in creating an organisational context that is conducive to employee retention. These factors include: communicating to each employee how they contribute to the corporate vision and mission; developing a climate of trust; improving the skill level of managers who supervise professional staff; providing management training (including effective leadership skills); clarifying the understanding of employees' needs; ensuring frequent communication; not over-extending employees; clarifying roles and responsibilities; and providing competitive levels of remuneration/compensation (Salopek, 2000).

It is widely acknowledged that traditional, one-size-fits-all reward programmes are no longer effective for the new generations of employees, managers, and organisations (Tucker, Kao, & Verma, 2006). Employees are demanding greater flexibility in structuring their rewards to suit their specific needs and wants rather than receiving the same reward and/or benefit package as everyone else. Furthermore, the emphasis has shifted from purely remuneration (reward schemes focusing on financial rewards) to total rewards schemes that include non-financial reward elements. A well-

known total reward model is the model proposed by Rees and McBain (2004) of the Hay Group (see Figure 1).



Source: Rees and Mc Bain (2004)

*Figure 1*  
Total reward model

Total reward models aim to create conditions within organisations that are conducive to employee attraction, engagement, and retention and typically include the following reward factors or elements:

- **Work-life balance:** A family orientated environment that supports and recognises the life cycle needs of employees and allows them flexibility to do their work and to fulfil their caregiving responsibilities
- **Inspiration/values:** The quality of leadership, organisational values and behaviours, the reputation of the organisation, risk sharing, recognition, and communication

- **Enabling environment:** A physical environment that includes tools and equipment, job training for the current role, information and processes, and safety/personal security
- **Future growth/opportunity:** Learning and development opportunities beyond the current job/position, career advancement opportunities, performance improvement, and feedback
- **Tangible rewards:** Competitive pay, good benefits, incentives for higher performance, ownership potential, recognition rewards, and fairness of rewards
- **Quality of work:** Perception that work is valued, challenge/interest, achievement, freedom and autonomy, workload/working patterns, and quality of work relationships

### **Employee Retention Strategies**

Many organisations have included various reward factors that are known to be related to employee engagement and retention in their design of retention strategies to retain key staff. Some of these reward factors were discussed above. Such retention strategies aim to create and/or provide

- a creative workplace characterised by challenging and interesting work;
- opportunities for learning, growth, and advancement;
- prospects of being given recognition and reward for accomplishments;
- job security, especially during economic downturn;
- competitive pay in addition to profit-sharing, stock options, and other forms of benefits;
- quality of work life and work-life balance; and
- an attractive organisational culture based on diversity and inclusion, transparency, and empowerment (Elegbe, 2010).

Talent retention strategies typically focus on the following factors or elements:

- Recognition
- Flexibility
- Training and development
- Culture

- Leadership
- Employee engagement
- Career opportunity
- Employer branding

**Employee recognition.** Employee recognition is a critical aspect in retaining employees and sustaining employee performance (Nel et al., 2008). Recognition is also another way of boosting an employee's morale (Nel et al., 2008). It has been found that employees who are recognised are less likely to quit.

**Flexibility.** Organisations implement flexible working arrangements to accommodate the various non-work-related roles and responsibilities of employees. Technological advancements have made telecommuting a reality for many employees and have facilitated the ability of organisations to provide greater flexibility for their employees.

**Training and development.** Providing training and development opportunities increases the value of an organisation's human resources, addresses the personal growth needs of employees, and reduces obsolescence (Grobler, Warnich, Carrell, Elbert, & Hatfield, 2006). Training and development is, therefore, a strategic priority since an organisation needs highly skilled employees who are able to perform effectively in their roles and so ensure that the organisation achieves its strategic objectives. Training and development initiatives in conjunction with opportunities for career advancement are, therefore, key in a retention strategy.

**Organisational culture.** In its simplest form, organisational culture is the way in which an organisation operates. In managing diversity, leaders are challenged to create an organisational culture in which the mix of diverse individuals is harnessed for competitive advantage (Thomas, 2002; Thomas & Jain, 2004).

**Leadership.** Poor relationships between employees and their managers or the loss of faith in the leadership of the organisation are the most prevalent reasons to quit. Positive relationships between employees and management are often cited as being important for employee retention.

Muteswa and Ortepp (2011) suggested that managers should practise progressive leadership, which allows employees to act independently. It is also recommended that management should delegate and adopt democratic styles of leadership that encourage employee participation. Practising such styles of leadership helps to reduce tension and conflict in the workplace (Pop & Pop, 2008).

Furthermore, leaders need to be influential and able to promote a common organisational mission, using their passion for the business to excite employees and ensuring that employees understand how they, in turn, can contribute to the organisation's mission (Tucker et al., 2006).

Positive leadership and management styles are critical in retaining employees since managerial leadership and supervision have been shown to have an important influence on motivation, employee loyalty, flexibility, and job satisfaction (DuBrin, 2008).

**Employee engagement.** Involving employees in decision-making and developing trusting relationships are crucial for employee engagement and the retention of employees (Cui, Khan, & Tarba, 2016).

**Career development.** Research suggests that organisations that wish to retain valuable employees need to establish favourable organisational conditions and human resource practices that address the different career needs of a diverse workforce (Kniveton, 2004; McNeese-Smith & Van Servellen, 2000; Schreuder & Coetzee, 2008). Organisations should, therefore, assist employees in developing career development plans, ideally in conjunction with a training and development plan, so that employees have a clear vision of their career path (Cook, 2006). Grobler et al. (2006) concur, stating that employees choose to quit organisations due to the lack of a clear career plan.

**Employer branding.** Employer branding is the reputation of an organisation in the market and its ability to create employee attachment to the organisation with the perception of the organisation as an ideal place to work (Davies, 2008). Employer branding is, therefore, important in the attraction of talent. Often, employees are attracted to an organisation by the employer brand despite a lack of knowledge

regarding the organisation’s culture, leadership style and other aspects of its internal experience.

### A Proposed Conceptual/Theoretical Model of Employee Turnover

The aim of the present study was to identify the push and pull factors related to voluntary resignation among police officers in the SAPS. For the purpose of this study, the conceptual/theoretical framework that is graphically depicted in Figure 3 was developed based on the arguments presented above.

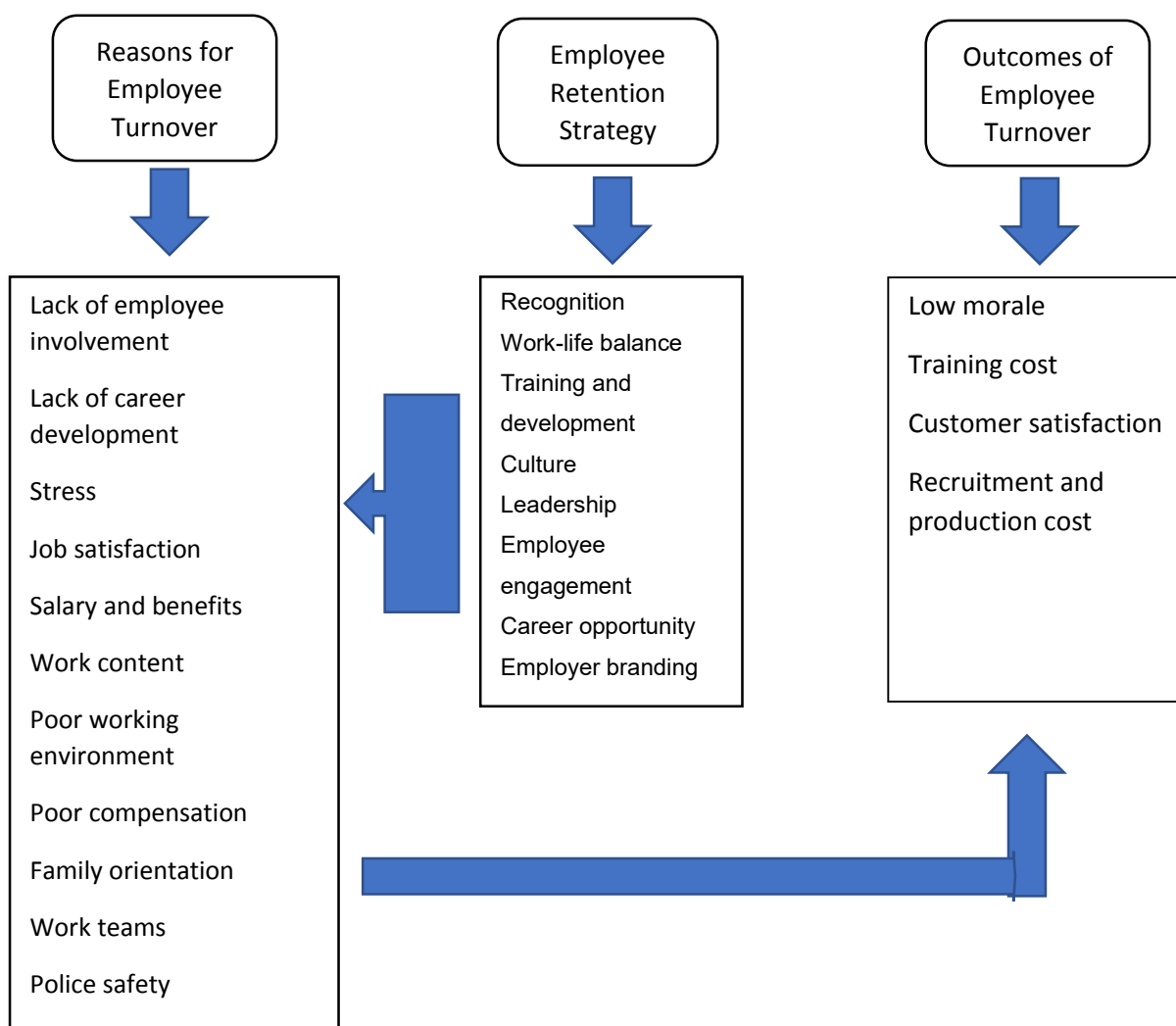


Figure 2  
Proposed theoretical employee retention model

The proposed conceptual or theoretical model was used identify the gaps in what was found in practice compared with what is suggested in this theoretical framework. This model hopefully will be used to develop retention strategies that will address retention of police officers in the SAPS.

### **Chapter 3**

## **Research Method**

In this chapter, the research methods employed in the present study to address the research aim are discussed. The chapter includes sections describing the research design, sampling, measures and the procedures employed for data collection and analysis.

### **Research Design and Approaches**

In view of the aim of the present study and the lack of previous studies that have been conducted in this context, it was decided that an exploratory research design would be appropriate. For the purposes of the present study, an *ex-post facto* approach was followed using data that was readily available.

Qualitative and quantitative data was collected from recorded and stored exit interviews. An exit-interview questionnaire is completed by all employees who resign from the SAPS and consists of both closed-ended and open-ended semi-structured items. For the purposes of the present study, the exit-interview questionnaires collected by the SAPS Western Cape during the 2016/17 fiscal year (i.e., the most recent) were requested.

Qualitative data was analysed by means of thematic analysis. Quantitative data was analysed using descriptive statistics. Quantitative methods involve examining theory, considering relationships, and analysing statistical data. Qualitative research approaches explore behaviour, perspectives, feelings, and experiences in depth, quality, and complexity (De Vos, Strydom, Fouché, & Delpont, 2011). A mixed method approach was followed in the present study, and both qualitative and quantitative methods were used in a manner that complemented one another to address the aim of the research.

### **Sampling**

Due to cost and time implications, a sample of exit-interview questionnaires completed by SAPS employees from all salary levels who had resigned from the SAPS Western Cape during the fiscal year 2016/17 was targeted.

The relative proportions of the above-mentioned SAPS employees were considered, and the categories of employees that statistically showed the highest levels of voluntary turnover compared with other termination types during the specified year of 2016/17 were identified for further investigation.

The employee group by salary level that was found statistically to have had the highest level of turnover comprised employees on salary levels 6-8 (i.e., Sergeants at salary level 6, Warrant Officers at salary level 7, and Captains at salary level 8). A convenient non-probability sample of 143 exit-interview questionnaires was identified using this sampling approach. Permission was sought to obtain the exit-interview questionnaires of these individuals. However, it was found that some files were not available because they had not been recorded on the online database, resulting in a realised sample of 91 (n=91) exit-interview questionnaires.

### Sample Demographics

The demographics of the realised sample of exit-interview questionnaires (n=91) are summarised in Table 7.

Table 7

*Summary of the demographic profile of the realised sample*

Demographic	Category	%	Frequency
<b>Gender</b>	Male	73.6%	67
	Female	26.4%	24
<b>Salary level</b>	Sergeant	36.3%	33
	Warrant Officer	37.4%	34
	Captain	26.4%	24
<b>Race</b>	African	15.4%	14
	White	33.0%	30
	Coloured	51.6%	47
<b>Age</b>	18–29	1.1%	1
	30–39	19.8%	18
	40–49	37.7%	34
	50–60	41.8%	38

## RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

<b>Qualification</b>	Grade 10	13.2%	12
	Matric	60.4%	55
	National Dip.	18.7%	17
	Degree	6.6%	6
	Master's	1.1%	1
<b>Division</b>	Visible policing	48.4%	44
	Detective	30.8%	28
	Support	19.8%	18
	Missing	1.1%	1
<b>Area worked</b>	Metropole	56.0%	51
	Rural	40.7%	37
	Missing	3.3%	3
<b>Years of service</b>	1–10	4.4%	4
	11–20	34.1%	31
	21–30	40.7%	37
	31–40	20.9%	19

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Of the various racial groups, the coloured group was found to be the largest, with just over half of the total number of resignations, with the African group being the smallest group. There were no exit questionnaires from Indian employees. These demographics of the sample are closely representative of the demographic profile of SAPS employees in the Western Cape.

The largest proportion of members who had resigned were male, which reflects the gender split found in the SAPS. This is not surprising since the police service is a male-dominant organisation. In a comparison between the three salary levels included in the study, Warrant Officers (salary level 7) was the most represented, followed by Sergeants (salary level 6). In terms of age, the largest proportion of members who resigned was nearing retirement age.

The majority of employees who had resigned did not have a post-matric qualification/tertiary education. The entry-level requirement for a police officer is matric, and the largest proportion of officers employed in the SAPS fall into this

category. The exit questionnaires demonstrated that 26.4% of the employees who had resigned had achieved a post-matric qualification, which is closer to the half of the 60.4% of employees who had matric. This is a good approximation of the current qualification levels within the SAPS for employees in these salary levels.

As indicated in Table 7, visible policing members made up almost half of the sample. Visible policing is a key function in the SAPS and is pro-active policing compared with the detection of crime, which is reactive policing (detective services). Visible policing is the point at which basic policing starts, and it is where the largest number of employees is required to conduct routine patrols, to perform stops and searches, and to attend to crime scenes, etc.

Regarding the area where the respondents worked, the largest proportion of resignations were officers employed in the metropolitan areas (56%), with 40.7% being indicated for resignations from officers working in the rural areas of the Western Cape. This split is in line with that found in the SAPS Western Cape.

Table 7 indicates that the majority of members resigned after extended periods of service in the SAPS, mostly in the category of 21–30 years of service (40.7%).

### **Exit-Interview Questionnaire of the South African Police Service**

The exit-interview questionnaire used by the Human Resource Department of the SAPS to conduct exit interviews consists of both semi-structured open-ended and close-ended questions and a demographic section that collects biographical information, including age, race, sex, and level of experience. The official language in the SAPS is English and, therefore, the exit interviews are conducted and recorded in English. A copy of the exit-interview questionnaire is provided in Appendix A.

The exit-interview questionnaire consists of the following sections:

- **Employee details:** These include demographic variables such as rank, race, age, educational qualification, component, and number of years of service.
- **SAPS as an organisation:** An employee is asked to indicate why they are exiting the SAPS and what precipitated the termination.
- **Overall opinion of the SAPS:** Items related to the job experience are responded to on a 4-point Likert-type response scale.

- **Job-related issues:** Open-ended questions inquire about the employee's perceptions regarding the role, reward and recognition, and organisational support received.
- **Workload:** Questions are posed regarding the individual's perception of his/her workload.
- **Performance management:** Individuals are asked to comment on how their performance was evaluated and if they received regular feedback.
- **Career development:** Individuals are asked to comment if they received career development opportunities and if so, how they experienced these opportunities.

**Close-ended items.** The exit questionnaire consists of 21 closed items using a 4-point Likert-type response scale. The items represented the opinion of remuneration; keeping employees informed; overall morale in employee's component; recognition given to employees for a job well done; job opportunities; benefits; support to employees; physical working conditions; treating employees fairly; open-door policy; human resources was helpful and knowledgeable; incentive/ bonus programme; image of the SAPS; recruiting process; induction training; on-going development and empowerment; performance review programme; and cooperation among employees and management.

No previous psychometric studies that have assessed the validity or reliability of the exit questionnaire are available. Based on the face validity of the items used in the exit questionnaire, it was believed that the data collected was valid in terms of the constructs/concepts that it was meant to assess and measure.

Exit-interview questionnaires are not anonymous. However, names or personal identifiers are never published when statistics based on the questionnaires are presented. However, this non-anonymity may lead to socially desirable responses and may be considered a validity threat.

It is noted that the response scale used in the SAPS exit-interview questionnaire is 1 = Excellent, 2 = Good, 3 = Fair and 4 = Poor. The fact that a numerically low score on the response scale is related to the highest positive response to the item is known to the trained officer conducting the interview and is explained to

the interviewee as part of the interviewee procedure. It is not sure, however, if the reversal of the response scale introduced any bias or error.

### **Data Collection Procedure**

Exit interviews are conducted on the day that employees tender their resignation letters, and adherence to the interview protocol by the interviewers is required. The confidential exit interview with the employee is conducted in the presence of a social worker from the Health and Wellness Department, a chaplain or a psychologist. The completed exit-interview questionnaire is checked by the employee to ensure accuracy and is signed by the employee if he/she is satisfied that it is correct. Using a panel of interviewers from different disciplines and/or functions within the SAPS in addition to the checks that are built into the process ensures the validity and reliability of the data collected.

The Section Head was requested to provide the identified exit-interview questionnaires. A copy of the letter requesting authorisation to conduct the study within the SAPS can be found in Appendix C. Although exit interviews are captured on the Human Resource Information System (HRIS) as stated above, not all the documents were available. Those that were available were obtained and included in the present study.

A non-disclosure agreement (NDA) that stipulates how the researchers could use and present the data was compiled. The NDA stipulated various conditions regarding the handling, storing and publishing of the provided data that had to be observed. However, it was believed that none of the stipulations of the NDA threatened the validity or reliability of the results of the present study.

### **Data Analysis Procedure**

The purpose of data analysis is to reduce data to an intelligible and interpretable form so that the research question(s) may be studied and conclusions may be drawn (De Vos et al., 2011). Therefore, the purpose of data analysis is to organise and provide structure and to elicit meaning from the data.

Since the data obtained from the exit-interview questionnaires was both quantitative and qualitative in nature, descriptive statistics and thematic analyses were

conducted respectively. Quantitative data was analysed using the Statistical Package for the Social Sciences (SPSS) version 25. Before analysing the data, the responses were coded in a raw data file. To conduct the thematic analysis, the data was transcribed and reviewed. Themes were manually identified and matched.

### **Ethical Considerations**

The generally acceptable code of research ethics was adhered to, thus ensuring that respondents were protected and no harm was inflicted. An application was made to the Ethics in Research Committee (EiRC) of the Faculty of Commerce at the University of Cape Town to grant ethical approval for the present study. An approval was granted by the EiRC authorising the research study.

Because the study used previously collected data, the following ethical considerations were acknowledged and addressed as far as possible:

- **Voluntary and informed respondents**

Voluntary and informed consent was not applicable as this is the secondary data utilised but was mitigated as far as possible. The identity of the employees was protected by deleting all personal identifiers (i.e., names and surnames) before receiving the exit-interview questionnaires.

- **Confidentiality**

All the exit interview questionnaires were coded, and no names or personal identifiers were provided. All information was treated confidentially and was not shared. An NDA to this effect was signed by the researchers.

- **Anonymity**

The identity of the individuals remained anonymous for the researchers and was not relevant for the purposes of the present study. The identity of the employees was protected by deleting all personal identifiers (i.e., names and surnames) before receiving the exit-interview questionnaires.

- **Feedback discussion**

The opportunity for feedback or discussion with the employees who had resigned was not possible due to the way that the data was obtained. Generalised feedback based on the data was provided to SAPS management to inform their efforts in improving retention and addressing employee turnover.

As described above, possible ethical risks were identified and mitigated as far as possible. There was no reason to believe that the proposed study and/or the manner in which the research was conducted would cause harm to any individual.

## Chapter 4

### Results

In this chapter the results of the research study are discussed. The results are based on the qualitative and quantitative data analyses and statistical methods employed.

The results based on the analyses of the quantitative data obtained from the closed ended questions in the exit-interview questionnaires are presented in the following section. The responses to the open-ended questions were subjected to qualitative data analysis, more specifically, thematic analysis.

#### Descriptive Statistics

The 21 closed-ended items were responded to on a 4-point Likert-type response scale. The response scale employed in the SAPS interview guide uses 1 to describe Excellent and 4 to describe Poor. To facilitate the interpretation of the data and to make it more intuitive to interpret, it was decided to reverse code the responses to the items so that 1 = Poor, 2 = Fair, 3 = Good and 4 = Excellent. The results presented in this document should, therefore, be interpreted in this manner (i.e., a higher score represents a more positive response). Descriptive statistics were computed using SPSS version 25 and are summarised in Table 8 (see below).

Table 8

#### *Descriptive statistics*

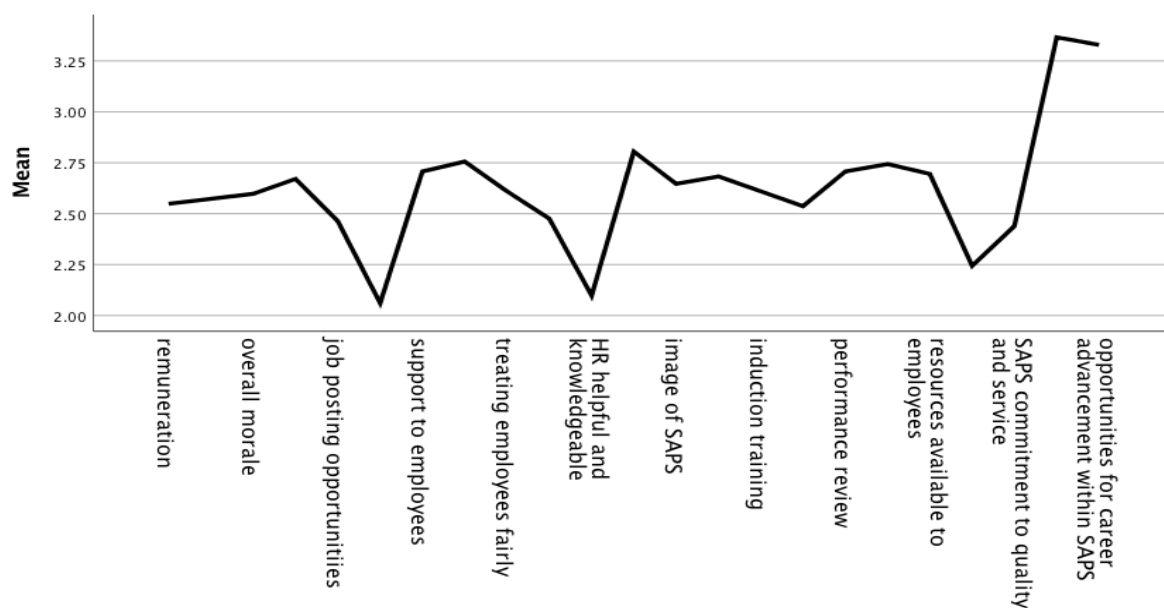
	<b>n</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Remuneration of employees	90	1.00	4.00	2.4	.75
Keeping employee informed	89	1.00	4.00	2.4	.80
Employee morale	88	1.00	4.00	2.4	.93
Employee recognition	89	1.00	4.00	2.3	.91
Job opportunities	90	1.00	4.00	2.5	.79
Employee benefits	90	1.00	4.00	2.9	.85
Employee support	90	1.00	4.00	2.3	.87
Working conditions	90	1.00	4.00	2.2	.88
Employee treatment	89	1.00	4.00	2.3	.90
Open-door policy	89	1.00	4.00	2.5	.85
HRM as component	90	1.00	4.00	2.8	.78
Employee incentive	90	1.00	4.00	2.1	1.01

## RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

Image of SAPS	90	1.00	4.00	2.3	.87
Employee recruitment	90	1.00	4.00	2.3	.92
Induction of employees	90	1.00	4.00	2.4	.81
Development	90	1.00	4.00	2.4	.83
Performance review	90	1.00	4.00	2.3	.84
Cooperation	90	1.00	4.00	2.2	.82
SAPS resources	88	1.00	4.00	2.2	.89
Overall, SAPS as an employer	88	1.00	4.00	2.7	.73
SAPS commitment	88	1.00	4.00	2.5	.80
Career advancement within unit	73	1.00	4.00	2.0	.97
Career advancement SAPS	79	1.00	4.00	1.9	.99

Valid n (list wise)

A means plot was further drawn for each of the 21 items and is presented below in Figure 3 (see below).



*Figure 3*  
Means plot

As is evident in Table 8, and graphically represented in the means plot above, that the means for each of the 21 items showed very limited differences. On average, the means for each of the items did not differ much more than one decimal point. It was assumed that using a Likert-type response scale would result in interval data, however, considering the descriptive statistics and the distribution of the data, it

became apparent that the data may have in fact not be continuous but more akin to categorical or nominal data. This assumption was assessed several times, and it was finally decided that non-parametric statistics would be more appropriate to analyse the data obtained.

Assuming that the response scale produced nominal data, non-parametric statistics were then calculated to derive more useful insights from the data obtained.

### Frequencies and Non-Parametric Data Analyses

The frequencies are graphically represented by means of bar charts for each of the items (see below).

To further investigate the distribution of responses, a one-sample Chi-Square Test was applied to test if the distributions across the four options were equal (i.e., to test the null hypotheses that responses in the categories occur in equal proportions). If the observed distribution was statistically different to an evenly spread distribution across the four cells, the null hypothesis was rejected. It may be argued that an equal distribution would not be expected; however, there was no data available to suggest what an expected distribution might be.

**Remuneration.** The remuneration item that assessed pay or remuneration satisfaction was as follows:

*What is your overall opinion of the SAPS in terms of remuneration?*

The frequencies of the responses to the above-mentioned item are summarised in Table 9 and Figure 4.

Table 9

*Remuneration (n=90)*

	Frequency	Percentage
<b>Excellent</b>	7	7.8%
<b>Good</b>	43	47.8%
<b>Fair</b>	33	36.7%

<b>Poor</b>	7	7.8%
-------------	---	------



*Figure 4*  
Remuneration

Regarding the frequencies, respondents chose good (the neutral point on the response scale) more often as their response to the remuneration satisfaction item. Combined, 84.5% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis was rejected (i.e., the distribution of the observed frequencies for this item is statistically different from the equal distribution of responses in each of the four cells) (n=90; Chi-Square = 44.93; df=3; p < 0.01). This further supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Keeping employees informed.** The item that assessed employees' satisfaction with being kept informed was measured by the following:

*What is your overall opinion of the SAPS in terms of keeping employees informed?*

The frequencies of the responses to the above-mentioned item are summarised in Table 10 and Figure 5.

Table 10  
*Keeping employees informed (n= 89)*

	Frequency	Percentage
<b>Excellent</b>	9	10.0%
<b>Good</b>	39	43.3%
<b>Fair</b>	33	36.7%
<b>Poor</b>	8	8.9%

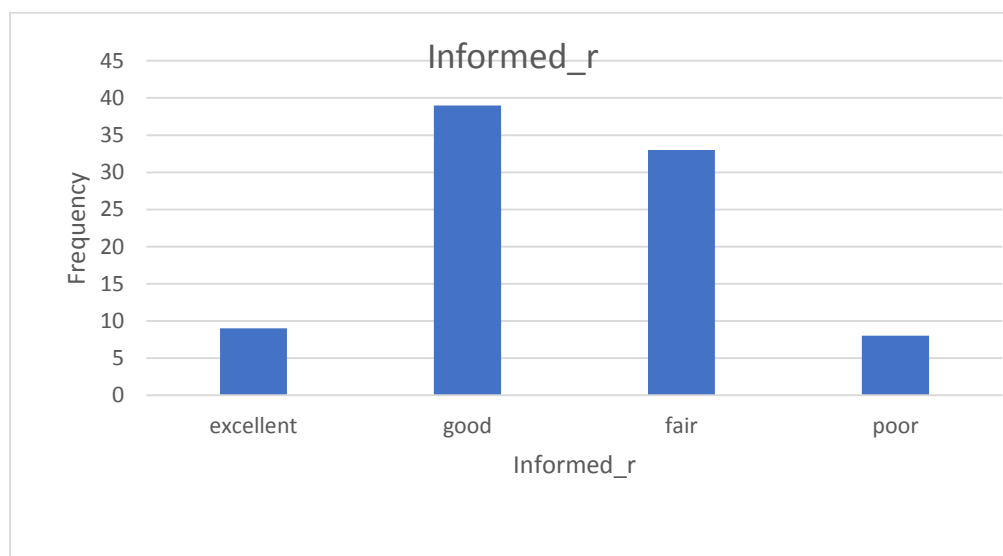


Figure 5  
 Keeping employees informed

In terms of the response frequency to the item, keeping employees informed, almost half of the respondents chose the good response. Combined, almost 80% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected (n=89; Chi-Square = 34.82; df=3; p < 0.01). This supports the notion

that there is a distinct pattern in the responses (i.e., the responses were not equally distributed and respondents made a distinct choice in their response).

**Employee morale.** The item that assessed the morale of employees was measured by means of the following item:

*What is your overall opinion of the SAPS in terms of morale?*

The frequencies of the responses to the above-mentioned item are summarised in Table 11 and Figure 6.

Table 11  
Employee morale (n=88)

	Frequency	Percentage
<b>Excellent</b>	19	21.1%
<b>Good</b>	22	24.4%
<b>Fair</b>	39	43.3%
<b>Poor</b>	8	8.9%

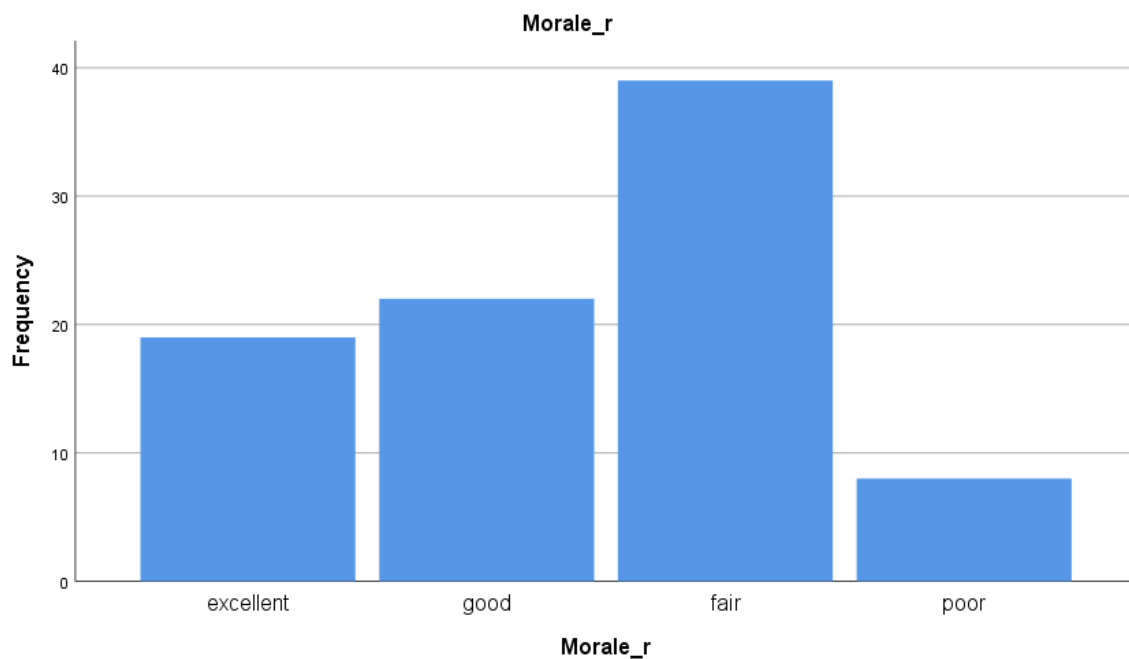


Figure 6  
Employee morale

In terms of the response frequency to the item, employee morale, almost half of the respondents considered morale fair. The number of responses indicating good to this item was less than the number of the responses of good to the items keeping employees informed and remuneration. More respondents indicated excellent and good to this item than to previous items. Combined, more than 45% of the respondents chose excellent or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=88$ ; Chi-Square = 22.45;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Employee recognition.** The item that assessed satisfaction regarding appreciation or recognition was by means of the following item:

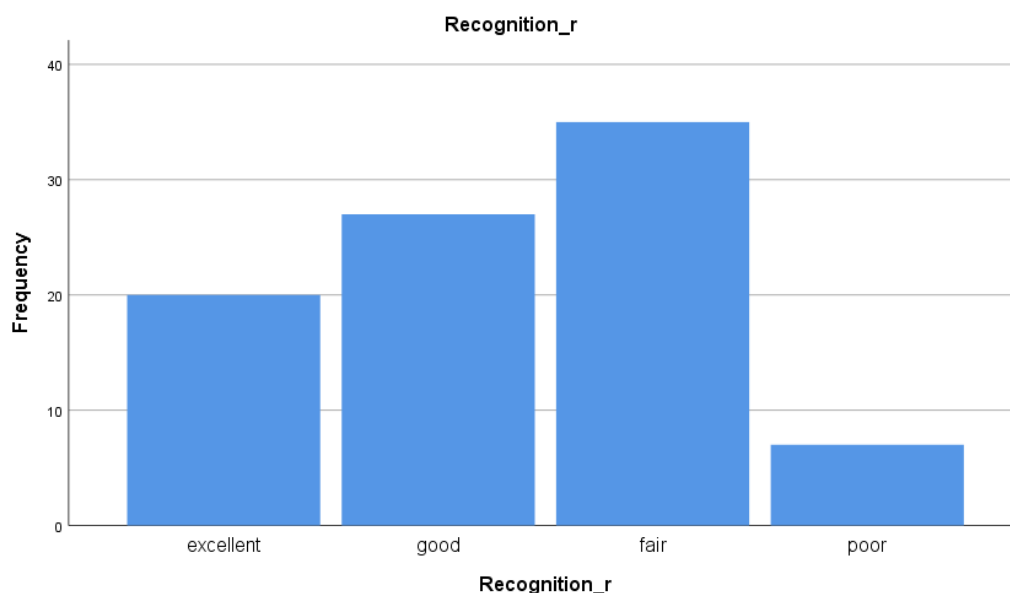
*What is your overall opinion of the SAPS in terms of recognition?*

The frequencies of the responses to the above-mentioned item are summarised in Table 12 and Figure 7.

Table 12

*Employee recognition (n=89)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Excellent</b>	20	22.2%
<b>Good</b>	27	30.0%
<b>Fair</b>	35	38.9%
<b>Poor</b>	7	7.8%



*Figure 7*  
Employee recognition

In terms of the response frequency to the item, employee recognition, more respondents chose fair than good. The difference between excellent, good and fair is close (i.e., less than 10%). Combined, almost 70% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected (n=89; Chi-Square = 19.00; df=3; p < 0.01). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Job opportunities.** The item that assessed satisfaction with job opportunities was by means of the following item:

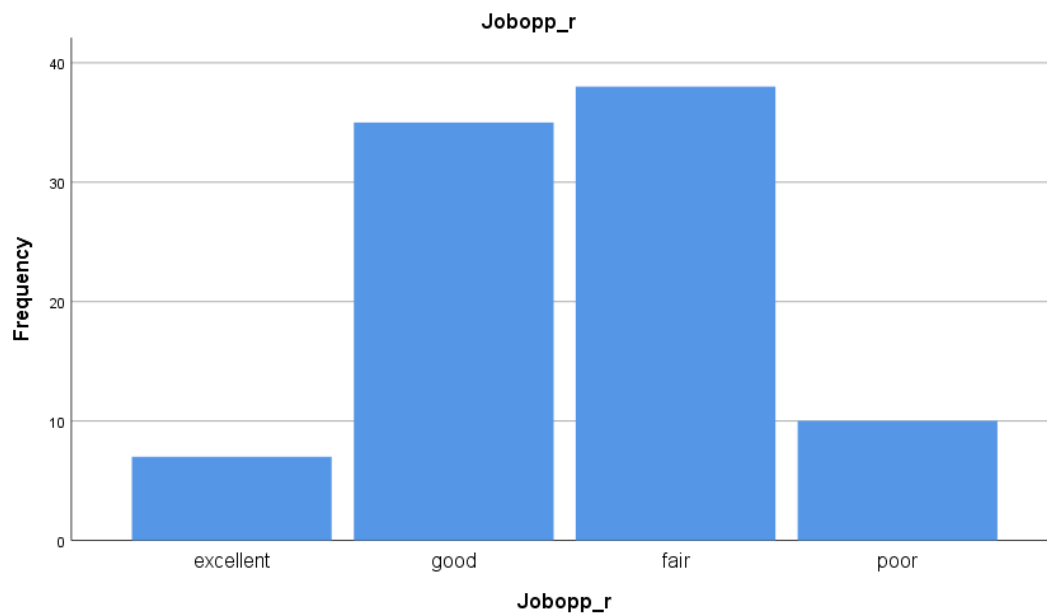
*What is your overall opinion of the SAPS in terms of job opportunities?*

The frequencies of the responses to the above-mentioned item are summarised in Table 13 and Figure 8.

Table 13

*Job opportunities (n=90)*

	Frequency	Percentage
<b>Excellent</b>	7	7.8%
<b>Good</b>	35	38.9%
<b>Fair</b>	38	42.2%
<b>Poor</b>	10	11.1%



*Figure 8*  
Job opportunities

In terms of the response frequency to the item, job opportunities, most respondents chose fair, followed by good. There was not much difference between good and fair. Very few respondents indicated excellent. Combined, more than 80% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected (n=90; Chi-Square = 35.24; df=3; p < 0.01). This supports the notion

that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Employee benefits.** The item that assessed financial and non-financial benefits of the job was by means of the following:

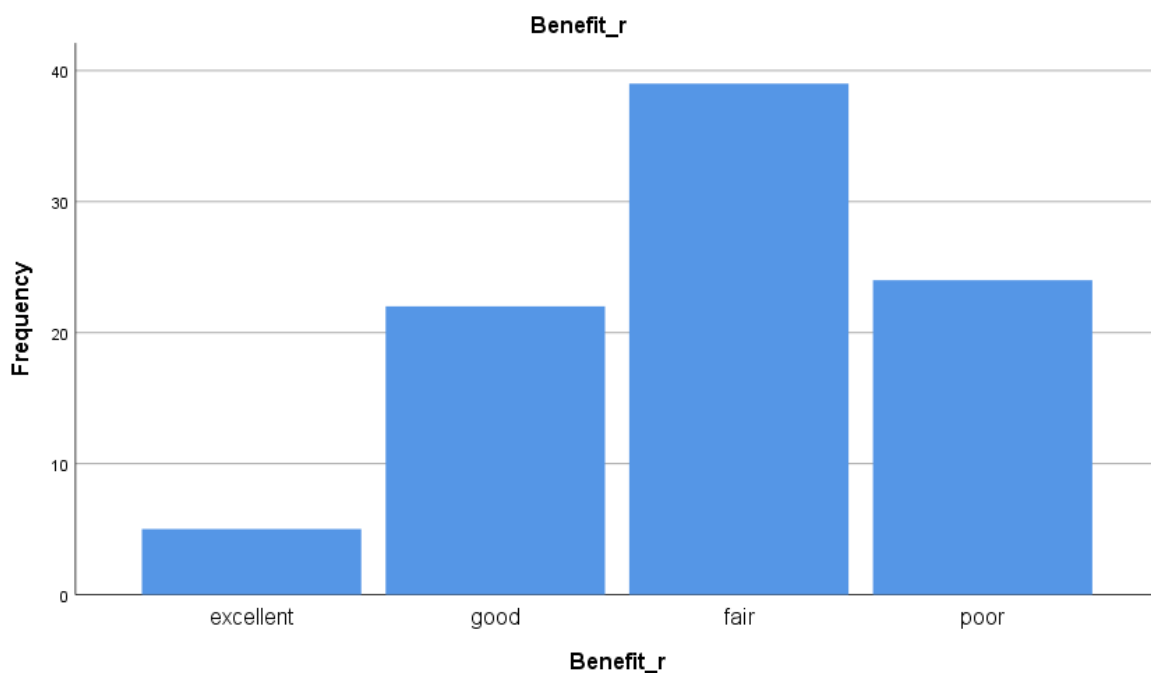
*What is your overall opinion of the SAPS in terms of benefits?*

The frequencies of the responses to the above-mentioned item are summarised in Table 14 and Figure 9.

Table 14

*Employee benefits (n=90)*

	Frequency	Percentage
<b>Excellent</b>	5	5.6%
<b>Good</b>	22	24.4%
<b>Fair</b>	39	43.3%
<b>Poor</b>	24	26.7%



*Figure 9*

## Employee benefits

Almost half of the respondents chose fair as their response to the item employee benefits. The number of respondents who chose good or poor was close. There was a substantial difference (>20%) between good and fair. The number of respondents who indicated excellent was less than the number of respondents who indicated poor. Combined, more than 60% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=89$ ; Chi-Square = 25.82;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Employee support.** The item that assessed satisfaction regarding the management's support of employees was measured by means of the following:

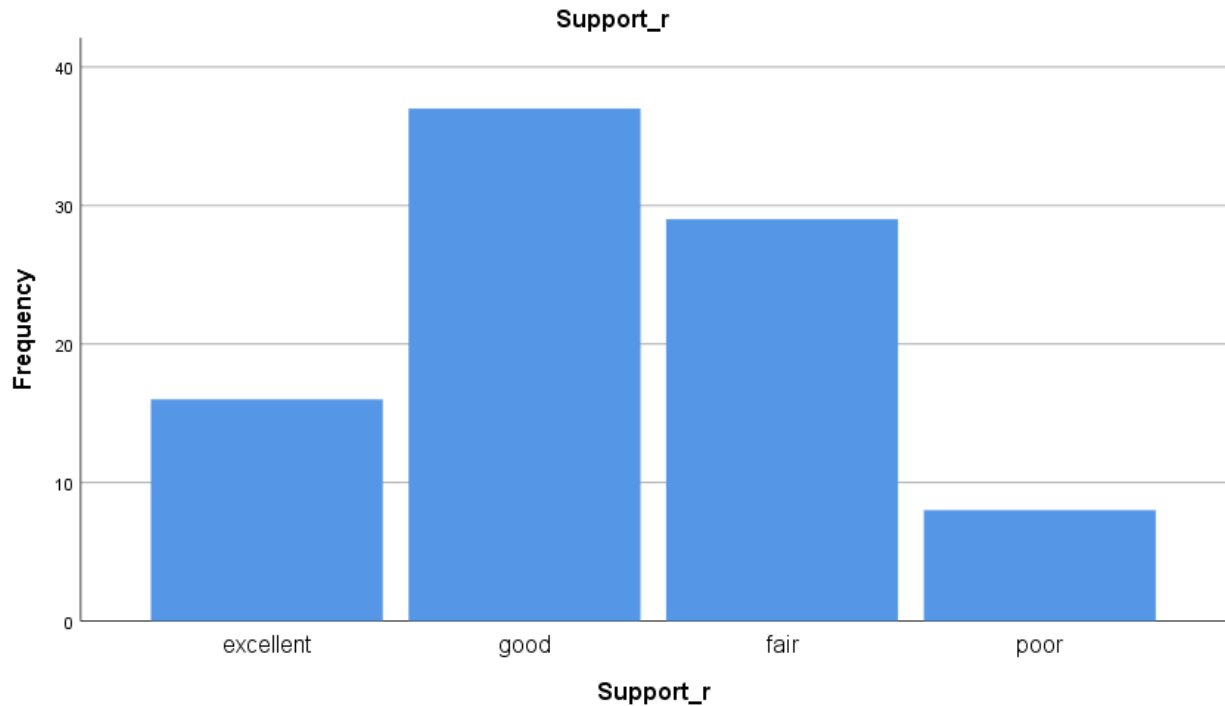
*Employee Support.* What is the overall opinion of the SAPS in terms of Employee Support?

The frequencies of the responses to the above-mentioned item are summarised in Table 15 and Figure 10.

Table 15

*Employee support (n=90)*

	Frequency	Percentage
<b>Excellent</b>	16	17.8%
<b>Good</b>	37	41.1%
<b>Fair</b>	29	32.2%
<b>Poor</b>	8	8.9%



*Figure 10*  
Employee support

In terms of the response frequency to the item, employee support, respondents mostly chose fair or good as their response to this item. Half of the respondents indicated that they were well supported (response = good). Less respondents indicated poor. Combined, more than 70% of the respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 22.44;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Working conditions.** The item that assessed working conditions was measured by means of the following:

*What is your overall opinion of the SAPS in terms of working conditions?*

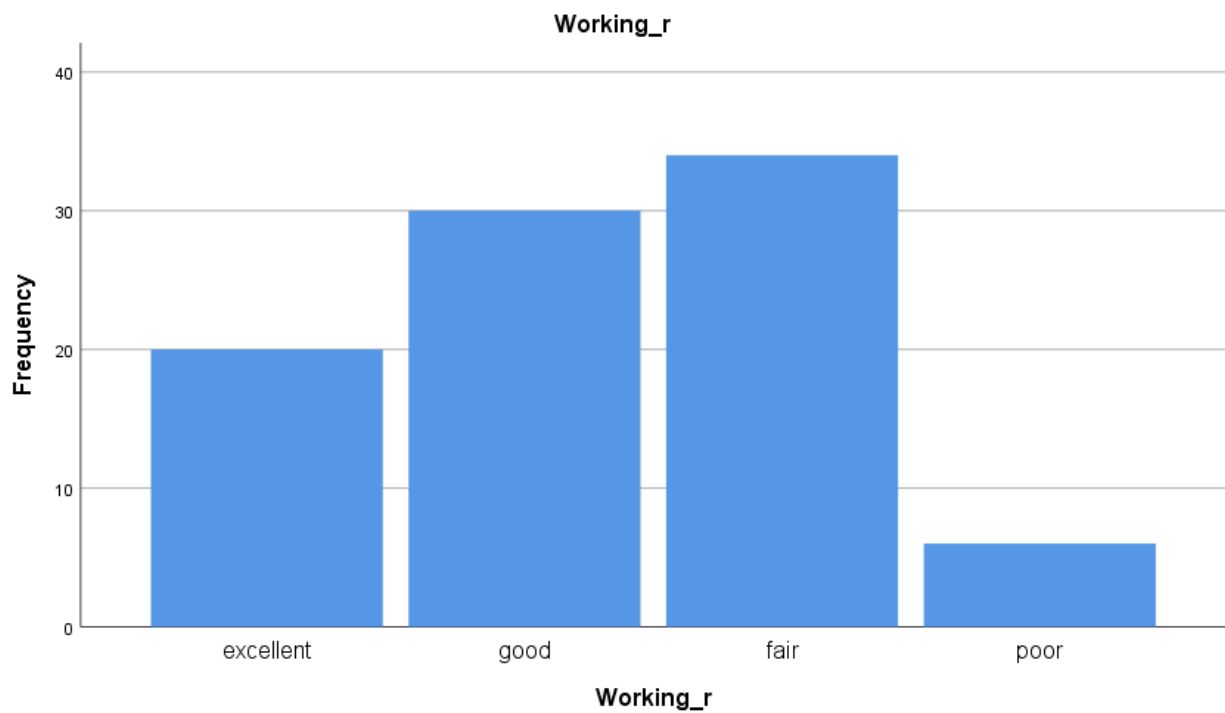
## RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

The frequencies of the responses to the above-mentioned item are summarised in Table 16 and Figure 11.

Table 16

*Working conditions (n=90)*

	Frequency	Percentage
<b>Excellent</b>	20	22.2%
<b>Good</b>	30	33.3%
<b>Fair</b>	34	37.8%
<b>Poor</b>	6	6.7%



*Figure 11*

Working conditions

In terms of the response frequency to the item, working conditions, respondents mostly chose fair or good as their response to this item. Working conditions is an

important aspect in the security sector, and a significant proportion of respondents indicated that the conditions were excellent. Combined, exactly 70% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 20.75;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Employee treatment.** The item that assessed satisfaction of management's treatment of employees was measured by means of the following:

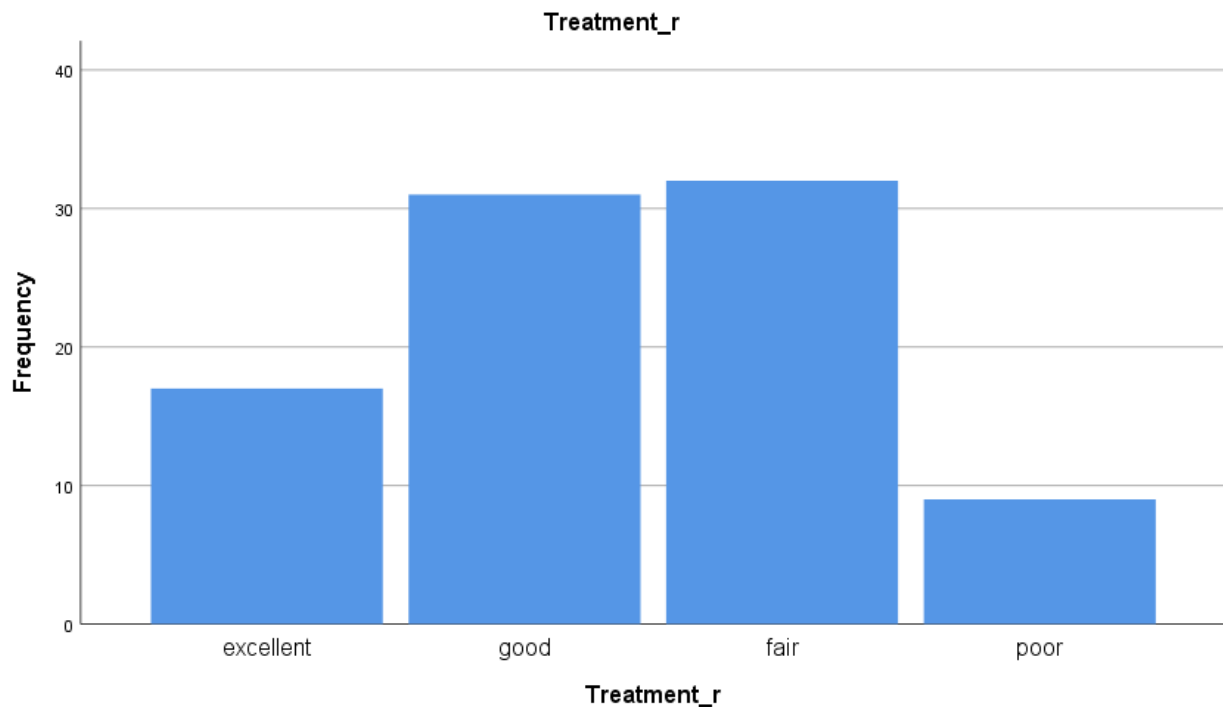
*What is your overall opinion of the SAPS in terms of the treatment of employees?*

The frequencies of the responses to the above-mentioned item are summarised in Table 17 and Figure 12.

Table 17

*Treatment of employees (n=89)*

	Frequency	Percentage
<b>Excellent</b>	17	18.9%
<b>Good</b>	31	34.4%
<b>Fair</b>	32	35.6%
<b>Poor</b>	9	10.0%



*Figure 12*

#### Treatment of employees

In terms of the response frequency to the item treatment of employees, respondents mostly chose fair or good as their response to this item. There was little difference between the fair and good responses. Combined, exactly 70% of respondents chose fair or good as responses to this item. This is interesting in a semi-military organisation.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=89$ ; Chi-Square = 16.84;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Open-door policy.** The item that assessed the satisfaction of employees regarding accessibility to management was measured by means of the following:

*What is your overall opinion of the SAPS in terms of open-door policy?*

The frequencies of the responses to the above-mentioned item are summarised in Table 18 and Figure 13.

Table 18

*Open-door policy (n=89)*

	Frequency	Percentage
<b>Excellent</b>	10	11.1%
<b>Good</b>	32	35.6%
<b>Fair</b>	36	40.0%
<b>Poor</b>	11	12.2%



Figure 13

Open-door policy

In terms of the response frequency to the item, open-door policy, respondents mostly chose fair or good as responses to this item. There was little difference between

fair and good. Combined, more than 70% of respondents chose fair or good as responses to this item. This is interesting in a semi-military organisation where rank and protocol is observed.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=89$ ; Chi-Square = 11.95;  $df=3$ ;  $p \geq 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Employee incentives.** The item that assessed the satisfaction of employees with incentives was measured by means of the following:

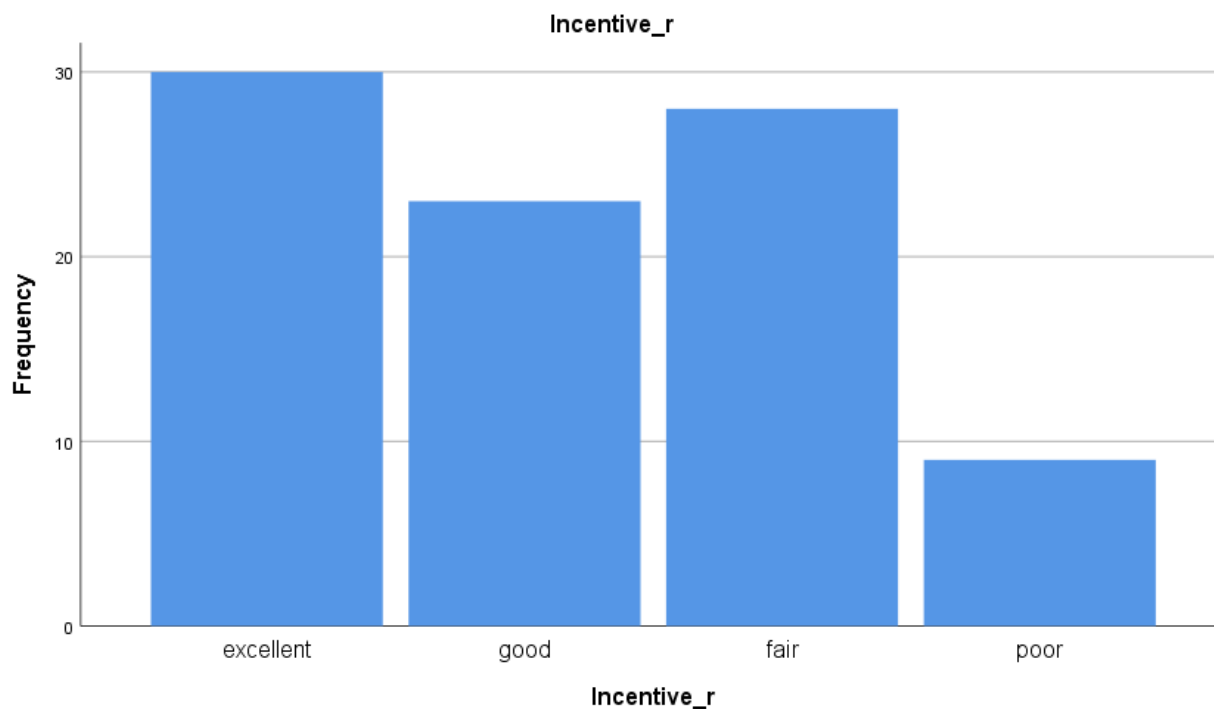
*What is your overall opinion of the SAPS in terms of incentives?*

The frequencies of the responses to the above-mentioned item are summarised in Table 19 and Figure 14.

Table 19

*Employee incentives (n=89)*

	Frequency	Percentage
<b>Excellent</b>	30	33.3%
<b>Good</b>	23	25.6%
<b>Fair</b>	28	31.1%
<b>Poor</b>	9	10.0%



*Figure 14*  
Employee incentives

In terms of the response frequency to the item employee incentives, respondents mostly chose excellent or fair as their response to this item. It is noted that compared with the previously mentioned items, the majority of respondents chose excellent for this item. Combined, almost 60% of respondents chose excellent or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 11.95;  $df=3$ ;  $p \geq 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Image of the South African Police Service.** The item that assessed the views of employees on the branding of the organisation was measured by means of the following:

*What is the overall opinion of the SAPS in terms of SAPS image?*

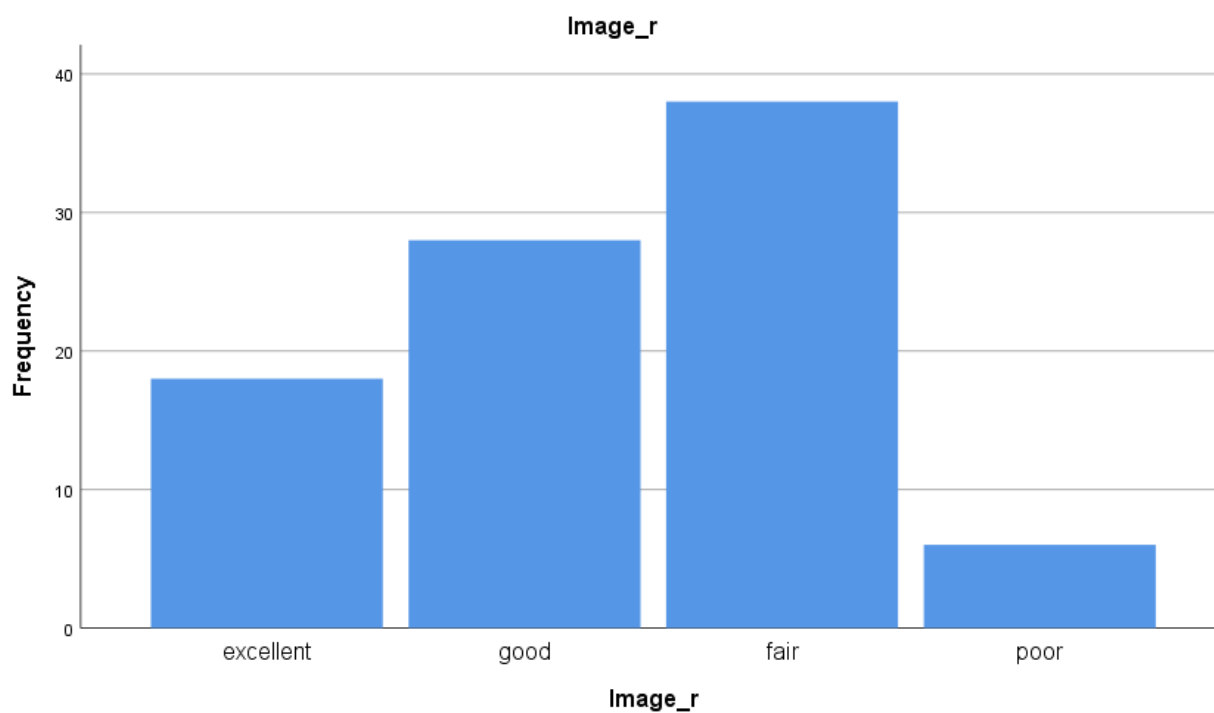
## RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

The frequencies of the responses to the above-mentioned item are summarised in Table 20 and Figure 15.

Table 20

*Image of the South African Police Service (n=89)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Excellent</b>	18	20.0%
<b>Good</b>	28	31.1%
<b>Fair</b>	38	42.2%
<b>Poor</b>	6	6.7%



*Figure 15*

Image of the South African Police Service

In terms of the response frequency to the item, image of the SAPS, respondents mostly chose fair or good as their response to this item. A substantial number of respondents had a negative perception of the image of the SAPS. Combined, more

than 70% of respondents chose fair or good as responses to this item. This is interesting since media reporting is more negative than positive.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 25.02;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Recruitment.** The item that assessed the satisfaction of employees regarding the recruitment process was measured by means of the following:

*What is your overall opinion of the SAPS in terms of recruitment?*

The frequency of the responses to the above-mentioned item are summarised in Table 21 and Figure 16.

Table 21

*Recruitment (n=89)*

	Frequency	Percentage
<b>Excellent</b>	20	22.2%
<b>Good</b>	28	31.1%
<b>Fair</b>	34	37.8%
<b>Poor</b>	8	8.9%

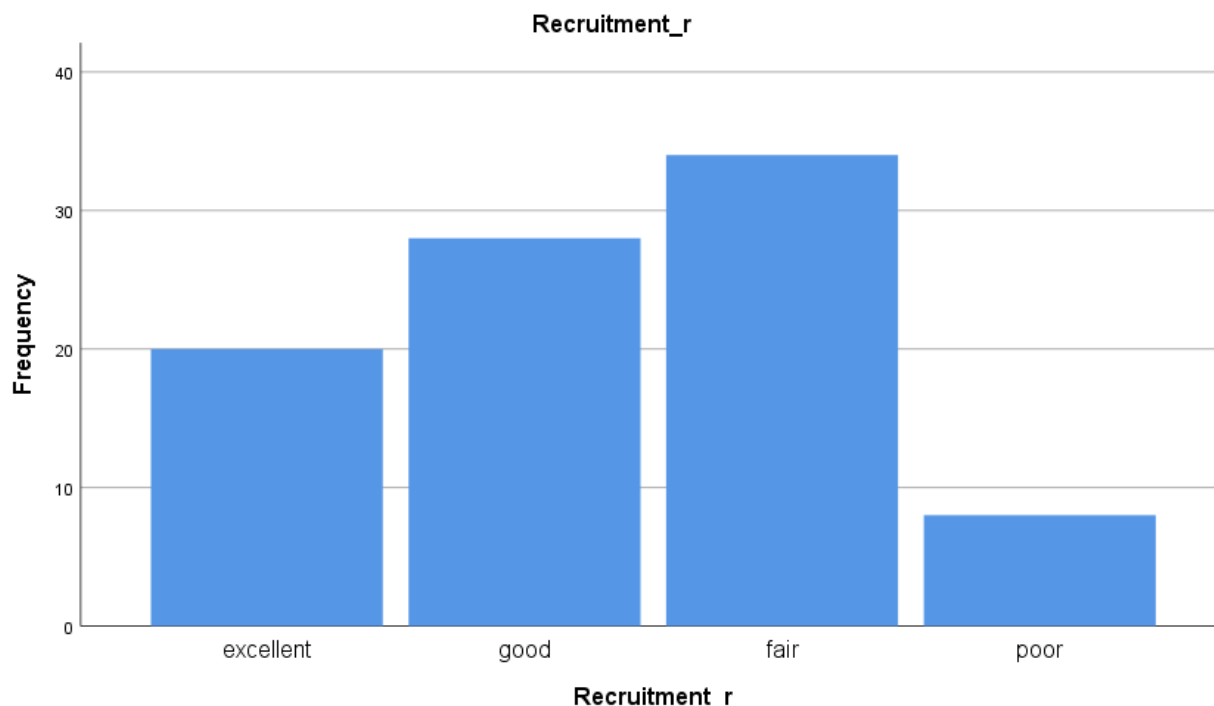


Figure 16  
Recruitment

In terms of the response frequency to the item recruitment, respondents mostly chose fair or good as their response to this item. There was little difference between fair and good. Combined, almost 70% of respondents chose good or fair as responses to this item. The recruitment process is regarded as a lengthy process.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 16.84;  $df=3$ ;  $p \geq 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Induction.** The item that assessed the satisfaction of employees with the induction process was measured by means of the following:

*What is your overall opinion of the SAPS in terms of induction?*

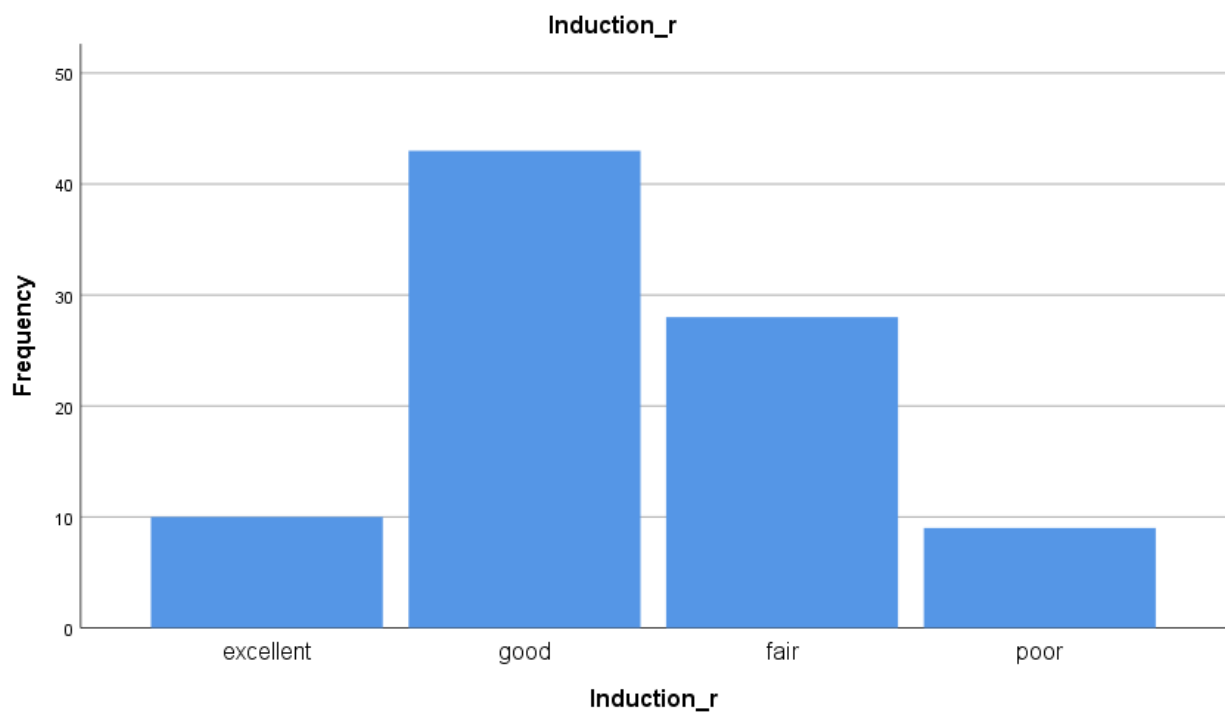
RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

The frequencies of the responses to the above-mentioned item are summarised in Table 22 and Figure 17.

Table 22

*Employee induction (n=89)*

	Frequency	Percentage
<b>Excellent</b>	10	11.1%
<b>Good</b>	43	47.8%
<b>Fair</b>	28	31.1%
<b>Poor</b>	9	10.0%



*Figure 17*

Employee induction

In terms of the response frequency to the item, employee induction, respondents mostly chose good as their response to this item. Almost half of the respond

ents felt that the induction process was good. There was a difference of more than 10% between fair and good. Combined, almost 80% of respondents chose fair or good as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 35.06;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Employee development.** The item that assessed the satisfaction of employees with employee development in the SAPS was measured by means of the following:

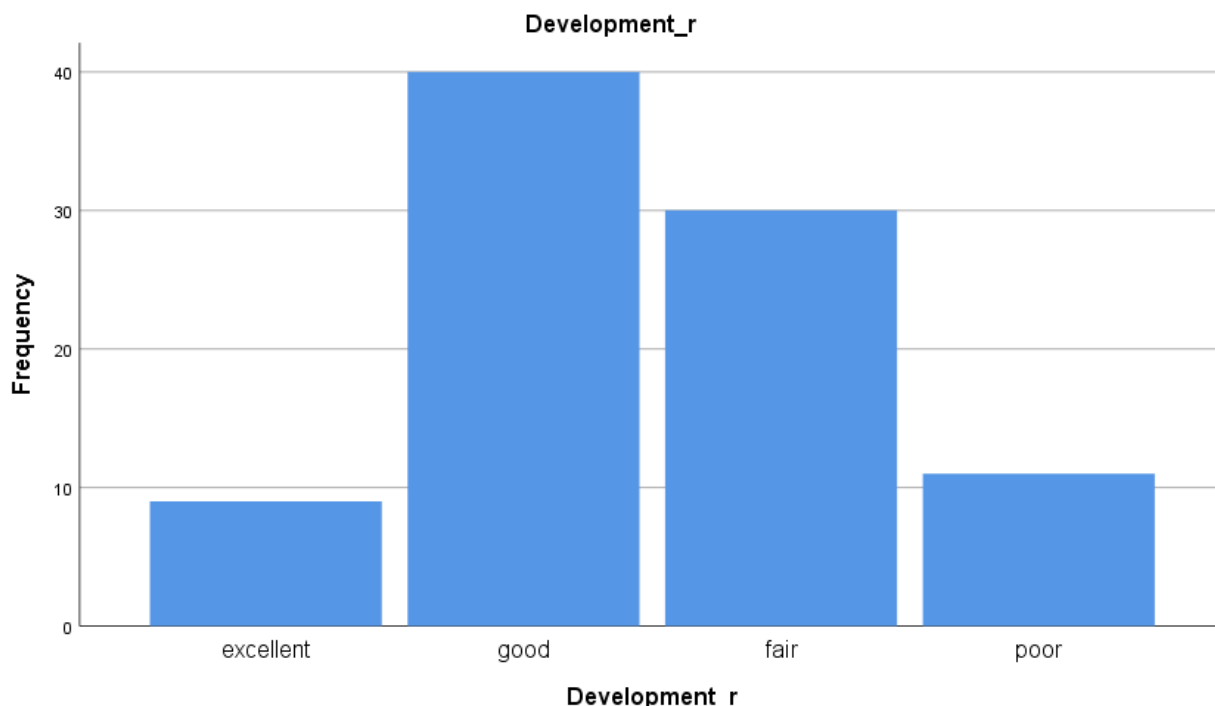
*What is your overall opinion of the SAPS in terms of development?*

The frequencies of the responses to the above-mentioned item are summarised in Table 23 and Figure 18 (below).

Table 23

*Employee development (n=89)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Excellent</b>	9	10.0%
<b>Good</b>	40	44.4%
<b>Fair</b>	30	33.3%
<b>Poor</b>	11	12.2%



*Figure 18*  
Employee development

In terms of the response frequency to the item, employee development, respondents mostly chose good as their response to this item. Almost half of the respondents felt that the development was good. There was an 11% difference between fair and good. Combined, almost 78% of respondents chose good or fair as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected (n=90; Chi-Square = 30.08; df=3; p < 0.01). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Performance review.** The item that assessed the satisfaction of employees with the performance review process was measured by means of the following:

*What is your overall opinion of the SAPS in terms of performance review?*

## RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

The frequencies of the responses to the above-mentioned item are summarised in Table 24 and Figure 19.

Table 24

*Performance review (n=90)*

	<b>Frequency</b>	<b>Percent</b>
<b>Excellent</b>	16	17.8%
<b>Good</b>	37	41.1%
<b>Fair</b>	31	34.4%
<b>Poor</b>	6	6.7%



*Figure 19*

Performance review

In terms of the response frequency to the item, performance review, respondents mostly chose good as their response to this item. Almost half of the respondents indicated that they felt the performance review programme was good.

There was more than 10% difference between fair and good. Combined, more than 75% of the respondents chose good or fair as their response to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=90$ ; Chi-Square = 26.53;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Cooperation among employees.** The item that assessed respondents' perceptions of cooperation among employees was measured by means of the following:

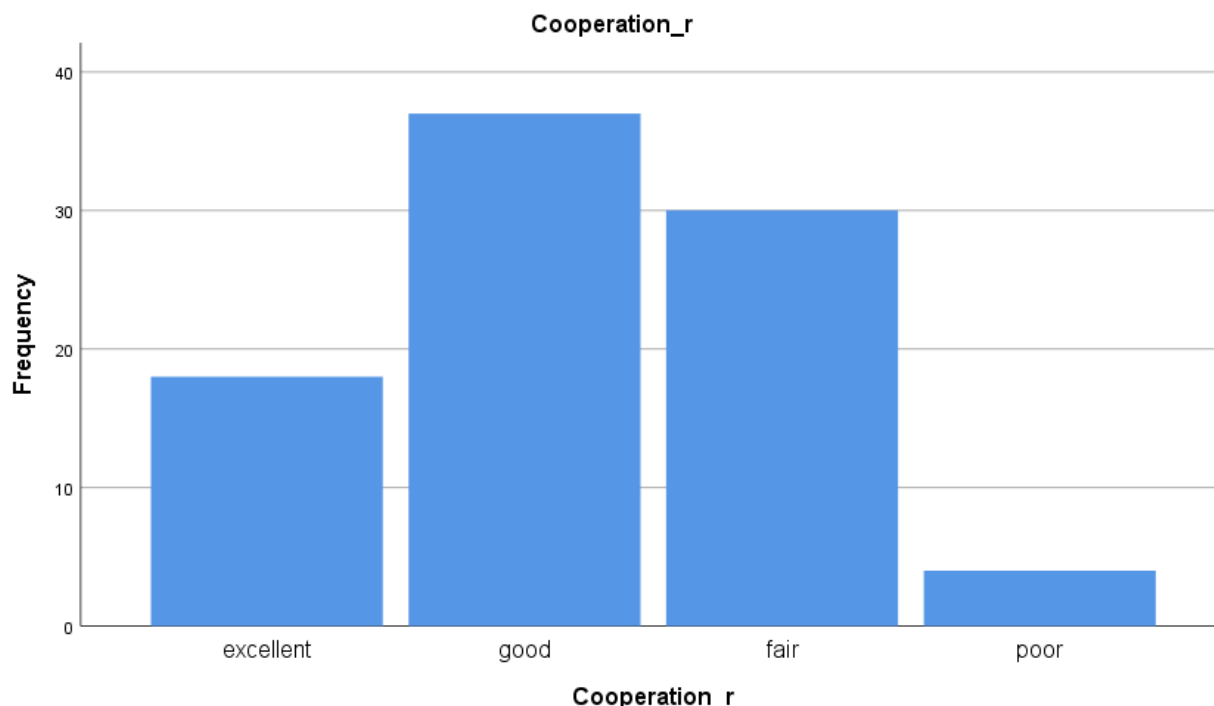
*What is your overall opinion of the SAPS in terms of cooperation among employees?*

The frequencies of the responses to the above-mentioned item are summarised in Table 25 and Figure 20.

Table 25

*Cooperation among employees (n=89)*

	Frequency	Percentage
<b>Excellent</b>	18	20.0%
<b>Good</b>	37	41.1%
<b>Fair</b>	30	33.3%
<b>Poor</b>	4	4.4%



*Figure 20*  
Cooperation among employees

In terms of the response frequency to the item, cooperation among employees, respondents mostly chose good as their response to this item. Almost half of the respondents felt that cooperation was good. There was more than 10% difference between fair and good. Combined, more than 70% of respondents chose good or fair as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=89$ ; Chi-Square = 428.25;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Resources.** The item that assessed the satisfaction of employees with the availability of resources for the execution of their duties was measured by means of the following:

*What is your overall opinion of the SAPS in terms of resources?*

The frequencies of the responses to the above-mentioned item are summarised in Table 26 and Figure 21.

Table 26  
Resources (n=88)

	Frequency	Percentage
<b>Excellent</b>	18	20.0%
<b>Good</b>	34	37.8%
<b>Fair</b>	28	31.1%
<b>Poor</b>	8	8.9%

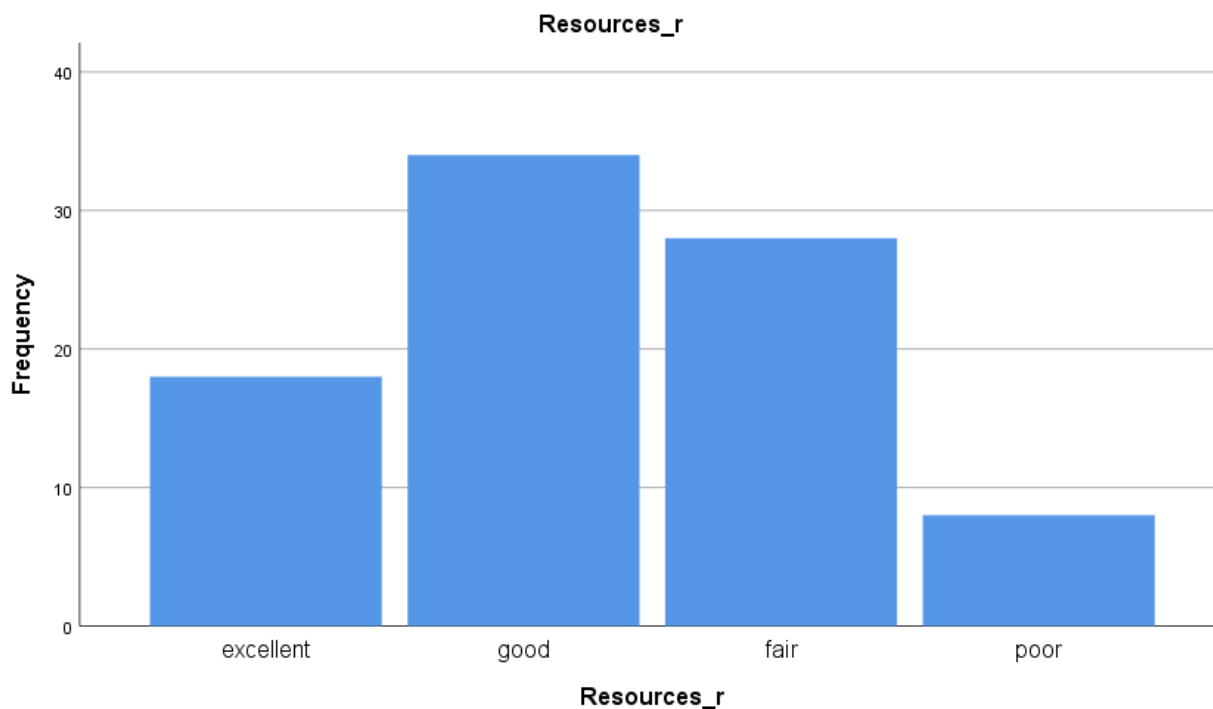


Figure 21  
Resources

In terms of the response frequency to the item resources, respondents mostly chose good or fair as their response to this item. Resources are essential to execute duties. A significantly greater proportion of respondents chose excellent for this item compared with the other items that were investigated such as employee development

and employee induction. Combined, almost 70% of respondents chose good or fair as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=88$ ; Chi-Square = 17.81;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Overall work experience.** The item that assessed the satisfaction of employees with their overall work experience was measured by means of the following:

*What is your overall opinion of the SAPS in terms of overall work experience?*

The frequencies of the responses to the above-mentioned item are summarised in Table 27 and Figure 22.

Table 27

*Overall work experience (n=88)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Excellent</b>	4	4.4%
<b>Good</b>	27	30.0%
<b>Fair</b>	46	51.1%
<b>Poor</b>	11	12.2%

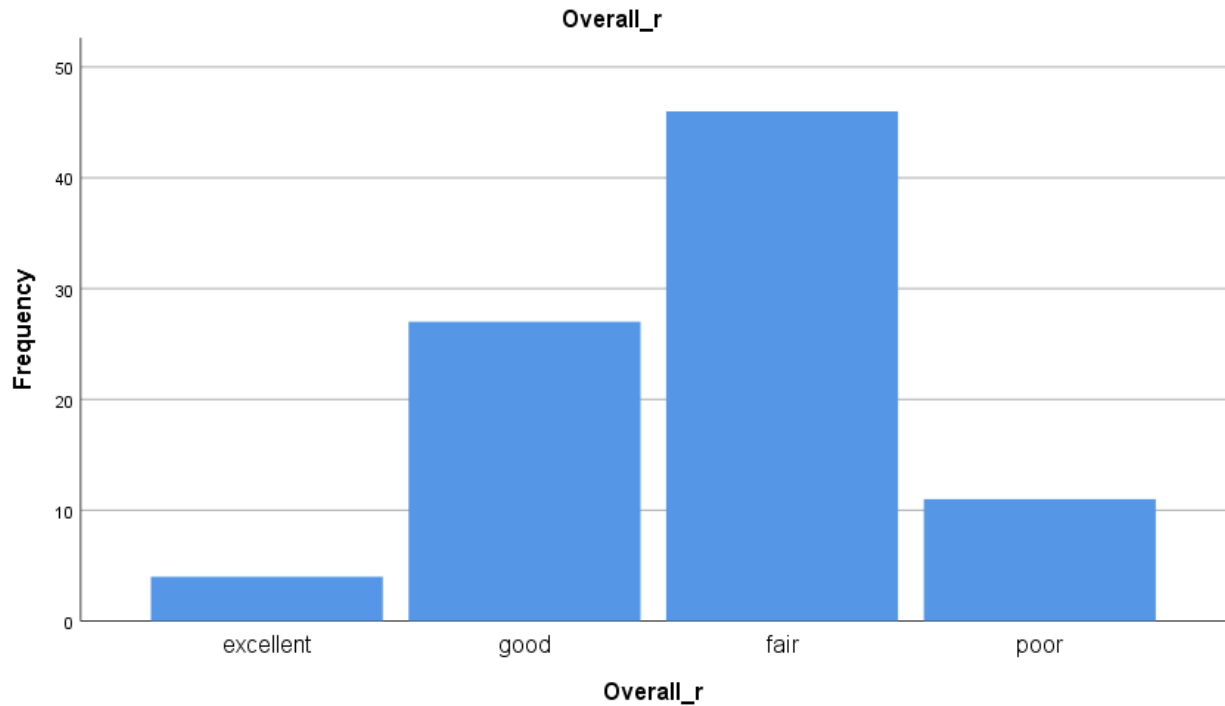


Figure 22

Overall work experience

In terms of the response frequency to the item, overall work experience, respondents mostly chose fair as their response to this item. Very few respondents chose excellent compared with the other items that were investigated. Over 50% of the respondents felt that their overall experience was fair. Combined, 81% of respondents chose good or fair as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=88$ ; Chi-Square = 47.54;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

**Commitment to quality and excellent service delivery.** The item that assessed the satisfaction of employees regarding the commitment to quality and excellent service delivery shown by the SAPS was measured by means of the following:

RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

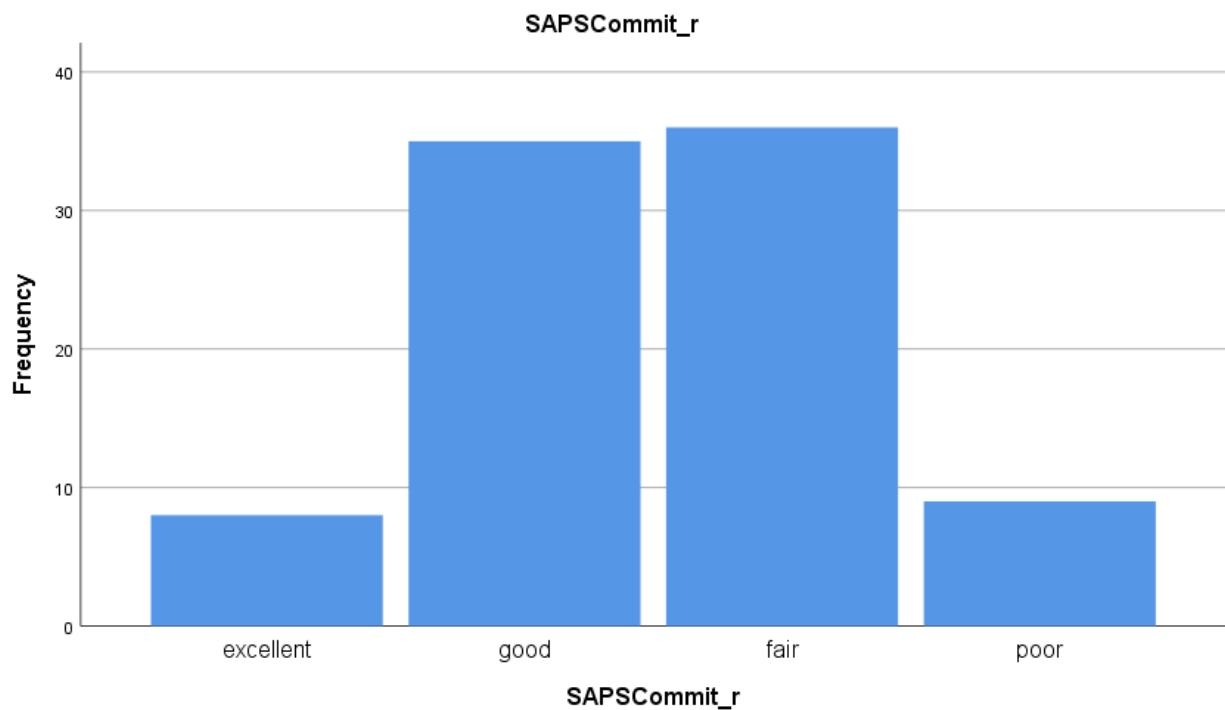
*What is your overall opinion of the SAPS in terms of commitment to quality and excellent service delivery?*

The frequencies of the responses to the above-mentioned item are summarised in Table 28 and Figure 23.

Table 28

*Commitment to quality and excellent service delivery (n=88)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Excellent</b>	8	8.9%
<b>Good</b>	35	38.9%
<b>Fair</b>	36	40.0%
<b>Poor</b>	9	10.0%



*Figure 23*

Commitment to quality and excellent service delivery

In terms of the response frequency to the item, commitment to quality and excellent service delivery, respondents mostly chose fair or good as their response to this item. Very few respondents chose excellent compared with the other items that were investigated. Combined, almost 80% of respondents chose good or fair as responses to this item.

Based on the results of the one-sample Chi-Square Test, the null hypothesis that the distribution of observed frequencies for this item is equal in each of the four cells was rejected ( $n=88$ ; Chi-Square = 33.18;  $df=3$ ;  $p < 0.01$ ). This supports the notion that there is a distinct pattern in the responses (i.e., responses were not equally distributed and respondents made a distinct choice in their response).

### **The South African Police Service as an Organisation: Values**

This dimension determined whether or not the SAPS adheres to its values, whether or not one would consider working for the SAPS in the future and whether or not one would recommend the SAPS to a friend or family member as a good workplace. The descriptive statistics showed that a greater part of the respondents (61.5%) believed that the SAPS abides by the values that have been set (see Table 29). Values of the SAPS include protecting the rights of all persons and being impartial, respectful, open, and accountable to the community.

**Organisational values of the South African Police Service.** The item that assessed employees' perceptions of whether or not the SAPS adheres to set organisational values was measured by means of the following:

*What is your overall opinion of the SAPS in terms of organisational values?*

The frequencies of the responses to the above-mentioned item are summarised in Table 29.

Table 29

*Organisational values of the South African Police Service (n=88)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	56	61.5%
<b>No</b>	32	35.2%

**Consider working for the South African Police Service in the future.** This item assessed whether or not employees would consider working for the SAPS in the future, and it was measured by means of the following:

*What is your overall opinion of the SAPS in terms of considering working for the SAPS in the future?*

The frequencies of the responses to the above-mentioned item are summarised in Table 30.

Table 30

*Consider working for the South African Police Service in the future (n=90)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	51	56.0%
<b>No</b>	39	42.9%

The frequencies from the descriptive statistics showed that 56.0% of the respondents would consider working for the SAPS in the future compared with 42.9% of the respondents who would not. The SAPS considers resigned members in a form of re-enlistment, providing they still meet the set criteria. These are the members who *may reverse their decision and join the SAPS again.*

**Recommend the South African Police Service.** The item that assessed whether or not employees would recommend the SAPS to a friend or family member as a good place to work was measured by means of the following:

*What is your overall opinion of the SAPS in terms of recommending the SAPS to a family member / friend?*

The frequencies of the responses to the above-mentioned item are summarised in Table 31.

Table 31

*Recommend the South African Police Service (n=90)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	64	70.3%
<b>No</b>	26	28.6%

A large number of respondents (70.3%) would recommend the SAPS to a friend or family member as a good place to work. This is important for the recruitment and selection of entry-level constables since word-of-mouth is an effective method for recruitment.

### **Job-Related Issues**

This dimension determined employees' satisfaction and perceptions regarding recognition, workload, the performance review process and the feedback.

**Employee recognition.** The item that assessed the perceptions of employees regarding whether or not they are recognised and supported in their work was measured by means of the following:

*What is your overall opinion of the SAPS in terms of recognition?*

The frequencies of the responses to the above-mentioned item are summarised in Table 32.

Table 32

*Employee recognition (n= 89)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	51	56.0%
<b>No</b>	38	41.8%

In terms of the response frequency to the item, recognition, more than 50% of the respondents believed that the SAPS gives work recognition and support. There was 14.2% difference between the results, indicating that the SAPS both recognises and supports its members.

**Workload.** The item that assessed satisfaction of employees with their workload was measured by means of the following:

*What is your overall opinion of the SAPS in terms of workload?*

The frequencies of the responses to the above-mentioned item are summarised in Table 33.

Table 33

*Work load (n=89)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Too heavy</b>	29	31.9%
<b>Acceptable</b>	60	65.9%

Table 33 shows that 65.9% of the respondents considered their level of workload in the SAPS acceptable. Only 31.9% of respondents considered their workload too heavy, which is less than half the respondents who regarded their workload as acceptable.

**Performance review.** The item that assessed the perceptions of employees regarding whether or not the performance review process was done according to the prescripts was measured by means of the following:

*What is your overall opinion of the SAPS in terms of the performance review process?*

The frequencies of the responses to the above-mentioned item are summarised in Table 34.

Table 34

*Performance review process (n=88)*

	<b>Frequency</b>	<b>Percent</b>
<b>Yes</b>	68	74.7%
<b>No</b>	20	22.0%

Performance review is a factor that forms part of performance management. According to the majority of respondents (74.7%), this review is carried out fairly.

**Performance review feedback.** This item assessed the satisfaction of employees regarding whether performance review feedback was received or not. The item was measured by means of the following:

*What is your overall opinion of the SAPS in terms of performance review feedback?*

The frequencies of the responses to the above-mentioned item are summarised in Table 35.

Table 35

*Performance review feedback (n=86)*

	Frequency	Percentage
<b>Yes</b>	57	62.6%
<b>No</b>	29	31.9%

Feedback regarding performance showed a positive result, with more than half of the respondents indicating that feedback on their performance was received. However, 31.9% of respondents indicated that they did not receive performance review feedback.

### **Career Development**

Respondents' perceptions of opportunities for career advancement within the immediate work environment were investigated, and responses were indicated on a scale of excellent, good, fair, limited, and no opportunities.

**Career development opportunities within units.** The item that assessed satisfaction of employees with the career opportunities within the immediate work environment was measured by means of the following:

*What is the overall opinion of the SAPS in terms of career development within the units of the SAPS?*

The frequencies of the responses to the above-mentioned item are summarised in Table 36.

Table 36

*Career development opportunities within units of the South African Police Service (n=89)*

	Frequency	Percentage
<b>Excellent</b>	5	5.5%
<b>Good</b>	21	23.1%
<b>Fair</b>	19	20.9%
<b>Limited</b>	28	30.8%
<b>No opportunities</b>	16	17.6%

Frequencies from the descriptive statistics showed that a fair rating was given for availability of opportunities for career development within the immediate work environment. In total, 30.8% of the respondents indicated that opportunities are available but limited. Overall, 80.3% of the respondents indicated that there are opportunities available, while 17.6% of the respondents indicated that there are no opportunities within the units of the SAPS within immediate environment meaning within Detective component without having to change the component.

**Career development opportunities within the South African Police Service.** This item assessed the satisfaction of employees with career development opportunities within the SAPS and was measured by means of the following:

*What is your overall opinion of the SAPS in terms of career development opportunities within the SAPS?*

The frequencies of the responses to the above-mentioned item are summarised in Table 37.

Table 37

*Career development opportunities within the South African Police Service (n=89)*

	<b>Frequency</b>	<b>Percentage</b>
<b>Excellent</b>	6	6.6%
<b>Good</b>	18	19.8%
<b>Fair</b>	19	20.9%
<b>Limited</b>	36	39.6%
<b>No opportunities</b>	10	11.0%

Opportunities within the SAPS for career development involve a change in career path within the SAPS. Only 11.0% of the respondents indicated that there are no opportunities compared with 86.9% of respondents who indicated that opportunities are available within the SAPS. Opportunities are important for advancement.

Table 38 and Figure 24 present a summary of the frequencies.

Table 38

*Summary of frequencies*

ITEM	RATING			
	Poor	Fair	Good	Excellent
<b>Remuneration</b>	(7) 8%	(33) 37%	(43) 48%	(7) 8%
<b>Informed</b>	(8) 8.9%	(33) 36.7%	(39) 43.3%	(9) 10.0%
<b>Morale</b>	(8) 8.9%	(39) 43.3%	(22) 24.4%	(19) 21.1%
<b>Recognition</b>	(7) 7.8%	(35) 38.9%	(27) 30.0%	(20) 22.22%
<b>Job opportunities</b>	(10) 11.1%	(38) 42.2%	(35) 38.9%	(7) 7.8%
<b>Benefits</b>	(24) 26.7%	(39) 43.3%	(22) 24.4%	(5) 5.6%
<b>Support</b>	(8) 8.9%	(29) 32.2%	(37) 41.1%	(16) 17.8%
<b>Working conditions</b>	(6) 6.7%	(34) 37.8%	(30) 33.3%	(20) 22.2%
<b>Treatment of employees</b>	(9) 10.0%	(32) 35.6%	(31) 34.4%	(17) 18.9%
<b>Open-door policy</b>	(11) 12.2%	(36) 40.0%	(32) 35.6%	(10) 11.1%
<b>Incentives</b>	(9) 10.0%	(28) 31.1%	(23) 25.6%	(30) 33.3%
<b>SAPS Image</b>	(6) 6.7%	(38) 42.2%	(28) 31.1%	(18) 20.0%
<b>Recruitment</b>	(8) 8.9%	(34) 37.8%	(28) 31.1%	(20) 22.2%
<b>Induction</b>	(9) 10.0%	(28) 31.1%	(43) 47.8%	(10) 11.1%
<b>Development</b>	(11) 12.2%	(30) 33.3%	(40) 44.4%	(9) 10.0%
<b>Performance review</b>	(6) 6.7%	(31) 34.4%	(37) 41.4%	(16) 17.8%
<b>Cooperation</b>	(4) 4.4%	(30) 33.3%	(37) 41.1%	(18) 20.0%
<b>Resources</b>	(8) 8.9%	(28) 31.1%	(34) 37.8%	(18) 20.0%
<b>Overall work experience</b>	(11) 12.2%	(46) 51.1%	(27) 30.0%	(4) 4.4%
<b>SAPS commitment</b>	(9) 10.0%	(36) 40.0%	(35) 38.9%	(8) 8.9%

It is noted that more respondents indicated fair in their responses than poor and excellent. It is assumed that employees may not want to jeopardise the possibility of re-enlisting in the SAPS. The SAPS re-enlists resigned employees as a means to curb training costs.

## RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

In the absence of other studies conducted in this context, the above results must be interpreted as they stand, meaning that indeed, the SAPS is a fair organisation.

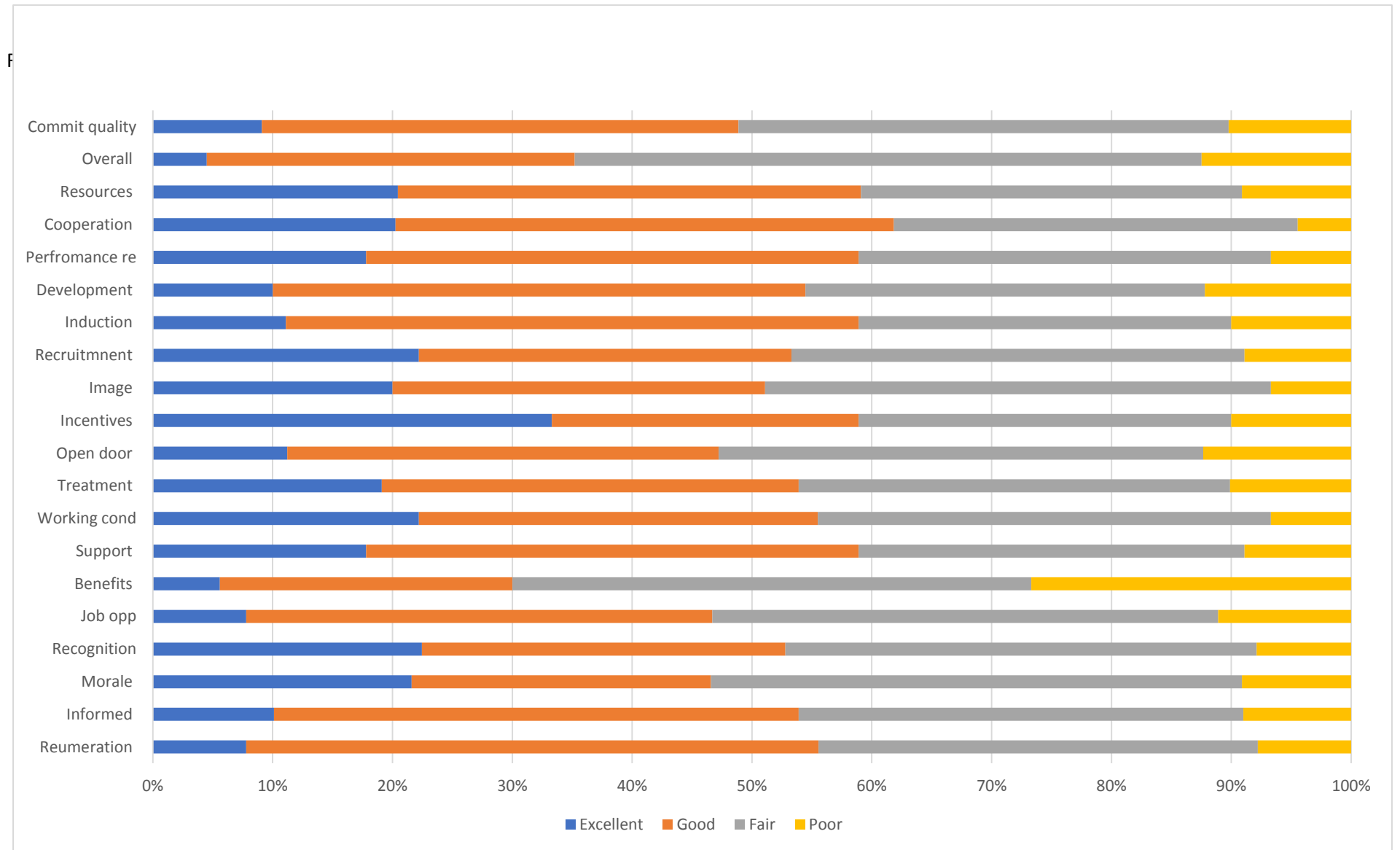


Figure 24 Summary of frequencies

**Ranking based on the mean**

Employee incentives	63.5%	1
Cooperation	61.8%	2
Performance	60.7%	3
Employee support	60.3%	4
Working conditions	60.0%	5
Recruitment	60.0%	6
SAPS image	59.5%	7
Resources	59.5%	8
Employee recognition	59.5%	9
Employee treatment	58.5%	10
Employee induction	58.5%	11
Remuneration	57.5%	12
Employee morale	57.3%	13
Keeping employees informed	56.8%	14
Employee development	56.8%	15
Open-door policy	54.8%	16
Job opportunities	54.8%	17
SAPS commitment	54.5%	18
Overall work experience	47.8%	19
Employee benefits	47.0%	20

**Assessing the Level of Association between Variables**

The associations between selected categorical demographics items in the questionnaire measured with the 21 items were assessed by means of cross-tabulation and the Pearson Chi-Square statistic. The assumption that was tested was that the observed and expected scores for the various cells were not statistically different.

Only the cross-tabulations that resulted in significant Chi-Square results are presented below. Those that were not significant are not discussed here. The seven cross-tabulations that were found to be significant are discussed below.

**Remuneration\*Unit.** The Pearson Chi-Square for the cross-tabulation for remuneration and the unit in which the employee worked was found to be significant (Chi-Square = 15.01; df=6;  $p < 0.05$ ).

Respondents from the Vispol unit (83.3%) and Detectives (16.7%) rated remuneration as poor. However, none of the Support employees rated remuneration as poor. The majority (57.1%) of the respondents from the Support environment rated remuneration as excellent compared with 28.6% of Vispol employees and 14.3% of Detectives (see Table 40).

Based on these results, it is apparent that core employees (Vispol) view remuneration in the SAPS as poor compared with employees in other units. Du Toit (2007) reported that the CRFSS has the highest level of voluntary turnover and suggested that the low salaries paid to staff may be the reason. Du Toit (2007) continued that remuneration was indeed the reason that scientists were attracted into state departments that offered higher salaries, for instance, the Health Department.

**Job opportunities\*Gender.** The Pearson Chi-Square for the cross-tabulation of the Job Opportunities and Gender items was found to be significant (Chi-Square = 15.01; df=6;  $p < 0.05$ ). Regarding the availability of job opportunities, 80% of males significantly rated this as poor compared with only 20% of females. In addition, 81.6% of males significantly rated the availability of job opportunities as fair, while only 18.4% of females indicated this item as fair.

The history of the SAPS indicates that previously, it was indeed a male dominant organisation. From the study results, it seems that males perceive that they have poorer or less job opportunities available to them than females. This appears to be the current male perception in South Africa, a country that is striving towards Women Empowerment and Affirmative Action. Now, the application of the Employment Equity Act is seen as the association between gender and having job opportunities.

**Job opportunities\*Qualifications.** The Pearson Chi-Square for the cross-tabulation between the Job opportunities and Qualification items was found to be significant (Chi-Square = 15.01; df=6;  $p < 0.05$ ).

The results demonstrated that no respondents with matric perceived that there were less job opportunities. None of the respondents with Grade 10 (Standard 8) or a degree chose excellent for availability of job opportunities; 57.1% of respondents with matric rated this item as excellent; 28.6% of respondents with a national diploma rated the availability as good; and 14.3% of respondents rated it as excellent.

There is an apparent association between the perception of job opportunities being available and qualification. Those that are less qualified are more likely not to have job opportunities.

Most employees indicated matric as a qualification, and these respondents perceived that there were greater job opportunities for them than the employees who had other qualifications.

**Job opportunities\*Years of service.** The Pearson Chi-Square for a cross-tabulation between the Job Opportunities and Years of Service items was also found to be significant (Chi-Square = 15.01; df=6;  $p < 0.05$ ).

None (0.00%) of the respondents with 1–10 years of experience chose poor job opportunities in the SAPS as their response whereas 20% of the respondents with 1–20 years of experience chose poor for job opportunities. In addition, 40% of the respondents with both 21–30 years and 31–40 years of experience chose poor as their response to this item. None (0.00%) of the respondents with 1–10 years of experience chose good for job opportunities in the SAPS whereas 28.6% of the respondents with 1–20 years of experience chose good as their response. In addition, 42.9% of respondents with 21–30 years of experience chose good job opportunities and 28.6% of respondents with 31–40 years of experience indicated the same.

It would seem from the results that respondents with a shorter tenure perceive that there are greater job opportunities for them than those with a longer tenure. It could be assumed that an employee with a shorter tenure has greater hope for job opportunities than those with a longer tenure. There is an apparent association between the perception of job opportunities and service.

**Benefits\*Qualifications.** The Pearson Chi-Square was found to be significant (Chi-Square = 15.01; df=6;  $p < 0.05$ ). Respondents with matric felt that the benefits are good 63.3%. Respondents with a national diploma felt that the benefits are

excellent (40%). None of the respondents (0.00%) with Grade 10 or a national diploma rated benefits as excellent. None of the respondents with a master's degree (0.00%) indicated poor, fair or good for benefits, but 20% felt that the benefits are excellent. More than half of the respondents who had matric (60%) felt that the benefits are good.

The results indicated that matriculants (the majority of the respondents in the study) are more likely to rate benefits as good. There is an apparent association between the perception of benefits and qualification. It is assumed that the less one invests in education, the lower are the perception regarding benefits. It is noted that the entry requirement for the SAPS in terms of qualification is matric.

**Commitment of South African Police Service\*Area of work.** The Pearson Chi-Square was found to be significant (Chi-square = 15.01; df=6;  $p < 0.05$ ). Regarding the SAPS commitment to quality and excellent service delivery, 85.7% of respondents from the outland rated this as excellent compared with 14.3% of employees in the metropole.

However, 33.3% of respondents from the outland felt that the SAPS commitment to quality and excellent service delivery is poor, while 66.7% of respondents from the metropole rated the commitment as poor. The SAPS commitment was rated good by 51.5% of respondents from the metropole and 48.5% of respondents from the outland.

This suggests that employees who are from the metropole are more likely to view SAPS commitment to quality service delivery more poorly than employees from the outskirts. There is an apparent association between place of work and the SAPS commitment to quality and service delivery. The number of cases reported is greater in the metropole than in the outskirts, which may compromise the quality of service. This is demonstrated in the SAPS Annual Report 2017/18 crime statistics that report Nyanga as the top station regarding murder in the country.

In addition, the SAPS annual report of 2017/18 recorded that none of the outskirt police stations contributed to crime (police brutality) in the country compared with the metropole stations, namely Khayelitsha, Nyanga, Mitchells Plain, Mfuleni and Delft.

**Career advancement\*Salary level.** The Pearson Chi-Square was found to be significant (Chi-Square = 15.01; df=6;  $p < 0.05$ ).

None (0.00%) of the respondents with the salary level (rank) of Sergeant chose poor as their response on career advancement in the SAPS. However, 80% of respondents with the salary level (rank) of Warrant Officer chose poor as their response, and 20% of respondents with the salary level (rank) of Captain chose poor on this item.

Respondents with the salary level (rank) of Sergeant chose excellent (46.4%) as their response on career advancement. In addition, 21.4% of respondents with the salary level (rank) of Warrant Officer chose excellent as their response and 32.1% of respondents with the salary level (rank) of Captain chose excellent for this item. This suggests that lower-level employees are more likely to view career advancement better than employees at the higher levels. This corresponds with the results regarding tenure in which the employees with less years of service indicated that there are job opportunities available.

### **Qualitative Data Analyses**

The responses to the open-ended questions were subjected to qualitative data analysis, more specifically, thematic analysis.

**Thematic analysis process.** Thematic analysis was used to analyse the text from the open-ended questions in which respondents discussed their reasons for terminating their services with the SAPS. The text was coded and grouped into major themes. Braun and Clarke (2006) suggested that thematic analysis is an appropriate method for identifying, analysing and reporting themes within data.

The following items from the exit-interview guide were investigated by means of qualitative analyses:

1. Why you are leaving the SAPS and which conditions initiated the service termination?
2. What attracted you to the SAPS?
3. What did you like most about your work?

4. When did you first start thinking about exiting the SAPS?
5. What could have been done to encourage you not to leave? Was this discussed with your supervisor prior to your service termination?

The systematic procedure suggested by Braun and Clarke (2006) that was used in conducting the thematic analysis is described below:

Step One: Becoming familiar with the data – The data was read with the purpose of becoming familiar with the content. It was read repeatedly, searching for patterns of meaning.

Step Two: Generating initial codes – After reading through the data several times, the data was coded manually. Notes were made on each questionnaire according to the coding template, and themes were coded without extraction. All the text was coded in order not to lose any content at this early stage.

Step Three: Searching for themes – After coding the data, all codes were collated and themes were identified. Themes were thereafter combined, and similar themes emerged. A conceptual mind-map was drawn graphically that represented the themes that emerged from the text.

Step Four: Reviewing themes – Themes were reviewed and further refined.

Step Five: Defining and naming themes – Without paraphrasing the themes or changing their meaning, themes and sub-themes were named. The names of the themes were chosen as parsimoniously as possible, ensuring that the titles related to the themes in such a manner that the meanings were not lost or misrepresented.

Step Six: Writing reports – Interpretative analysis was conducted to address the research objectives.

**Thematic analysis results.** Thematic analysis revealed two major categories of factors relating to the decision to resign from the SAPS: 1) individual; and 2) organisational. It was found that 38 (42%) of responses pertained to organisational factors and 53 (58%) pertained to personal factors. It was noted that certain job characteristic factors such as job stress, workload, job content, job dissatisfaction

suggested in the literature were not mentioned. Table 38 and Table 39 depict the breakdown and the grouping of themes.

Table 39

*Thematic analysis: Individual factors*

**Individual factors related to resignation**

<b>Themes</b>	<b>Responses</b>	<b>Percentage</b>	<b>Salary level</b>
Health	13	14%	6, 7, 8
Personal	8	9%	6
Relocating	4	4%	6, 7
Further studies	4	4%	7
Family time	4	4%	6, 7
Rest	4	4%	6, 7, 8
Long service	4	4%	7, 8
Age	3	3%	7, 8

Table 40

*Thematic analysis: Organisational factors*

**Organisational factors related to resignation**

<b>Theme</b>	<b>Responses<sup>1</sup></b>	<b>Percentage</b>	<b>Salary level</b>
Career opportunity	23	25%	6, 7, 8
Business opportunity	7	7%	6, 7, 8
Organisation failed	3	3%	6
Unfair treatment	1	1%	6
No recognition	1	1%	6
No promotion/no future	1	1%	7
Working hours	1	1%	6
No leadership	1	1%	7

Total: n=53; missing: n=9

*What attracted you to the SAPS?* Almost all the respondents (99%) indicated that they were motivated to join the SAPS by the need to serve the country. Examples of responses are provided below:

Respondent No. 45: "I was born a police official".

Respondent No. 44: "To serve and protect".

Respondent No.43: "I wanted to fight crime".

*What do you like most about your career?* Almost all respondents (99%) indicated they liked the fact that the position allowed them to interact with the public, to serve the country, and to prevent and investigate crime. Examples of responses are provided below:

Respondent No. 44: "... to see how satisfied people were after the service I rendered to them. Service delivery was the most important aspect of my work".

Respondent No. 14: "To help the community".

Respondent No. 16: "... wanted to help and assist victims of crime".

Respondent No. 11: "Delivery of a unique service".

*When did you first start thinking about leaving the SAPS?* Most respondents (98%) resigned shortly after contemplating this decision. Examples of responses are provided below:

Respondent No. 44: "December 2016 and the resignation date is 2017-02-23".

Respondent No. 11: "A year ago end of December 2015 [and the] resignation date is 2017-09-02".

Respondent No. 22: "During December 2016 and the member resigned in 2017-10-04".

*What could have been done to encourage you not to leave? Was this discussed with your supervisor?* Most of the respondents (98%) indicated that their termination

was discussed with their supervisors and that they believed that nothing could have been done to prevent it. Examples of responses are provided below:

Respondent No. 46: "... decision was made to accept the new work opportunity although unit commander tried to convince me stay".

Respondent No. 22: "... the member made an informed decision".

## **Conclusion**

In this chapter, the results obtained from the qualitative and quantitative data analyses of the documented exit-interview questionnaires were reported. The results are discussed in the following chapter.

## **Chapter 5**

### **Discussion**

In this research study, possible reasons for employee turnover within the SAPS were determined using secondary data. A literature review was conducted, and several individual organisational and job antecedents or factors that precipitate employee turnover in addition to the outcomes thereof were identified. Based on the findings of this review, an integrated conceptual/theoretical model for turnover was proposed. An empirical study was conducted based on data obtained from exit-interview questionnaires (n=91) from employees at salary level 6 (Sergeant), salary level 7 (Warrant Officer) and salary level 8 (Captain) who had resigned from the SAPS during the 2016/17 fiscal year.

#### **Discussion of the Results**

The results obtained from the data suggested that respondents are satisfied with the benefits that they receive as employees of the SAPS. Benefits are known to be an important retention factor for employees. Lee and Mitchell (1994) argue that benefits serve as recognition for employee performance and motivate employees. Benefits offered in the SAPS are similar to those offered in other government organisations. The SAPS benefits are not customised and are not different from those offered in the greater South African public service. Opinions regarding the benefits offered to South African civil servants have been positive, with benefits being cited as a reason for low levels of employee turnover.

The results further revealed that what attracted employees to the SAPS is in line with the vision of the SAPS. Respondents indicated that they wanted to serve their country, which is noble and patriotic (i.e., being driven by a calling). With a high unemployment rate of 27.2% in South Africa, such a passion to serve is valuable to the country.

The results obtained from the present study demonstrated that SAPS commitment to quality and service delivery is good. It is noted that the views of these SAPS employees and management are aligned with the vision of the organisation in ensuring the realisation of strategic goals through the commitment to quality and

service delivery. Despite police brutality and police killings being reported – 79 police officers reported killed on and off duty (Republic of South Africa, 2016) – these members still believe in service delivery.

More than half of the sample indicated that they would consider the SAPS as a future employer and that they would recommended SAPS to friends / family members. This finding seems to suggest that the SAPS has a positive employer brand among these individuals, confirming that overall, the SAPS is indeed a fair organisation.

No perceptions of work overload were apparent, and the data revealed that respondents felt that their workload was acceptable. Furthermore, work overload was not cited as a reason for termination. This was unexpected given the high crime rate and caseloads. This result may suggest that work is evenly distributed or shared among employees. The findings of a study by Redpath (2001) from the Institute for Security Studies suggested that excessive workload was one of the main reasons for employee turnover; however, support for this was not found in the present study. Despite the high crime rate in South Africa as released by the SAPS annual report (2016/17), the police officers opined that their work load is acceptable (65.9%). It is noted that in the literature that was reviewed, an excessive work load in the Forensic Laboratory was indicated, which was corroborated by the research. Units that are commonly known to have excessive workloads are Detectives and Laboratory since investigation is a lengthy process. In addition, dockets accumulate and often go back and forth from court due to incomplete investigation or court orders.

Data obtained from the study revealed that 38% of employees who participated in the study are satisfied with the resources that are available. Resources used in the daily activities of a police officer include the vehicle, firearm, ammunition, bullet resistant vest, uniform, and computer.

Cooperation among employees was rated as good. This suggests that there is teamwork and support. This again is not supported in literature. The study of Redpath (2001) of the Institute for Security Studies that investigated factors leading to police officers leaving the force cited overly bureaucratic controls, excessive workload, lack of teamwork, lack of resources, lack of political support, and lack of respect from the community as reasons for resignation.

The data revealed that the performance evaluation process is fairly conducted and that feedback regarding work performance is received. Glen (2006) affirms that regular feedback is vital in today's highly competitive environment. Positive perception of performance management and recognition is an important factor in retention and employee engagement, with performance management adding value to organisational performance. Communication is also an important element in performance review. The results indicated that there is feedback in the performance review process.

Almost one-third of respondents in the study resigned due to job opportunities elsewhere, and a significant number of respondents at the salary level of Warrant Officer opined that there is no career advancement in the SAPS. The results from the study suggest that career advancement is lacking at certain levels in the SAPS, which is seen with the years' of experience. This confirms the literature that states that many scientists within the Forensics Service Laboratory left the SAPS to work in foreign countries such as the USA, UK, New Zealand and Australia (Du Toit, 2007). The study of Muteswa and Ortlepp (2011) that investigated the contributing factors to potential turnover in a sample of South African management-level employees indicated lack of career advancement and poor remuneration as factors.

In the current study, employee turnover appeared to be higher in the Vispol unit than in the Detective and Support units. The results also suggested that career advancement is lacking in the Vispol component. Retention strategies need to be a focus in Vispol because this component is core in ensuring the safety and security of all inhabitants of South Africa. Although career advancement is opined to be lacking, career development was reported as good. With the development item rated as good, this suggests that training and development of police officials is conducted, and there is compliance with the Skills Development Act, No. 97 of 1998.

Respondents from the study perceived the SAPS to be a good organisation overall, with good remuneration. It has been suggested that remuneration is a contributing factor to employee turnover, but this was not proved in the current study. Du Toit (2007) and Elegbe (2010) indicated that low employee salaries often lead to high staff turnover and suggested that a retention strategy should be implemented to increase tenure and achieve an acceptable return on training investment. The respondents in this study rated incentives as excellent and benefits as fair.

The SAPS is considered a male-dominant organisation. However, the results suggested that females have better job opportunities than males. This may be supported by the implementation of the Employment Equity Act that strives to create gender equality. Thus, the implementation of the Employment Equity Act could be having an adverse impact on employee turnover.

The study results also indicated that employees with short tenure and no tertiary qualifications have opportunities. Respondents with matric as their highest level of education felt that there are job opportunities. Respondents with a short tenure felt that there are significant job opportunities, whereas those with a long tenure felt that there are no job opportunities. Thus, the results demonstrate that the longer the tenure, the less the opportunities. It can be argued that with a short tenure, one still has hopes for opportunities.

The respondents indicated that employees are kept abreast with what is happening in the organisation and that there is an open-door policy. This suggests that managers are constantly communicating with their employees. Burton (2006) asserts that the lack of open communication leads to a decision to leave. The current study did not reveal that there is a lack of open communication in the SAPS.

Various factors were identified as causes of employee turnover. Individual and organisational push and pull factors were found to be related to employee turnover in the SAPS. Individual factors are factors relating to the employee, not the organisation and thus, the organisation has no control over these factors. Organisational factors are factors that relate to the organisation and thus can be controlled by the employer. Bagraim et al. (2010) argued that employees leave organisations for various reasons. The individual factors identified were health, relocation, career development, work-life balance, and age.

Due to the nature of police work, it is often not clear whether health-related matters are the result of work or personal factors. Health risk assessments and outcome-based wellness programmes are interventions that the SAPS should implement to promote the health and wellness of its employees. Furthermore, stress management programmes that assist police officers in coping with emotionally laden and psychologically challenging encounters should be readily available. Once these services are present, it is imperative that they are effective and are utilised.

Relocation factors arise when an employee moves from one province to another or leaves the country. Relocation occurs when a post is accepted for financial relief and the whole family must move for support.

It has also been found that employees choose to quit organisations due to the lack of a clear career plan (Grobler et al., 2006). The desire to engage in further tertiary education studies for career development was cited as a reason for resigning from the SAPS. This is understandable given the relatively low levels of education of most SAPS employees. Hay (1999) suggested that career development opportunities comprise one of the most important retention factors.

The literature review conducted for this study confirms the personal factors cited by Khoele and Daya (2014), which include flexible working hours, travel opportunities, remuneration, career development, and family responsibilities. Most SAPS employees are required to work 12-hour shifts, to work night shifts, to work on weekends and public holidays, and to work overtime. This leads to a need for flexibility and work-life balance. Several employees indicated that they had resigned because of their need to spend more time with family, which may be indicative of a lack of work-life balance within the SAPS.

One of the requirements for SAPS recruitment is physical fitness, and age is an important factor in being physically fit. According to the South African Police Service Act, No. 68 of 1995, the official retirement age for SAPS employees is 60 years. In the present study, 42% of the respondents were in the 50–60 year age group and are, therefore, reaching retirement age. Employees in the SAPS can apply for early retirement from the age of 50 years. An ageing workforce is, therefore, a human resource risk that the SAPS needs to manage, ensuring that succession plans are in place.

Factors identified as organisational factors over which the organisation has control include career development, leadership, and recognition. Ting (1997) and Luthans (1995) declare that employees often leave an organisation for alternative employment. The SAPS should enhance the career development opportunities for employees since many of the respondents who had resigned indicated that the lack of career opportunities led to their decision. Several respondents reported that the SAPS leadership had failed them. Supportive and effective leadership is essential in any

work relationship and its absence has been shown to be a factor that causes employee turnover.

The perceived lack of recognition was also found to be a reason for employee turnover within the SAPS. Employees need to feel that their efforts are recognised and appreciated if they are to remain engaged and thus be retained. Nel et al. (2008) argued that recognition is critical in sustaining employee performance and motivation. Frauenheim (2010) found that managers who motivate and inspire employees through recognition and appreciation influence employees to exceed performance requirements.

Table 41

*Summary of antecedents related to employee turnover*

<b>Factor</b>	<b>Supporting literature</b>
<b>Individual Factor</b>	
Age	Mamun & Hasan (2017); Liu & Wang (2006)
Personal	Khoele & Daya (2014)
Further studies	Liu & Wang (2006)
Years of experience	Yang, Wan & Fu (2012); Liu & Wang (2006)
Rest	(2006)
Family responsibility / time	Not supported
Relocation	Bagraim et al. (2010), Sutherland & Jordaan (2004)
Health	Khoele & Daya (2014), Bagraim et al. (2010), Not supported
<b>Organisational Factor</b>	
Career opportunity	Muteswa & Ortlepp (2011); Mano-Negrin & Tzafrir (2004); Elegbe (2010); Yang, Wan & Fu (2012); Blake (2006)
Business opportunity	Not supported
Lack of career progression	Blake (2006)
Poor Management/ leadership	Blake (2006); Muteswa & Ortlepp (2011), Khoele & Daya (2014)
Lack of career development	Blake (2006)
Recognition	Blake (2006)
Organisation failed	Not supported
Unfair treatment	Blake (2006)
Working hours	Blake (2006)

### **Limitations and Recommendations for Future Studies**

The use of data that was not gathered for the present study (secondary data) may have been a limitation of the study. In future research, it is recommended that primary data is collected to investigate retention factors in the SAPS further. In addition, it is recommended that a questionnaire specifically designed for this purpose is used.

Administrative employees were excluded from the study; future studies could include this employment category. Future retention studies relating to the SAPS could also include employees at senior management levels.

The present study focused on employees who had already resigned from the SAPS. Future studies of retention factors in the SAPS could include the intention to quit cognition of current employees in relation to employee turnover.

Due to the time and cost constraints, the present study was limited to employees who had resigned from the SAPS Western Cape. Future studies should include other provinces and compare the findings of each province. This will also increase the sample size.

### **Managerial Implications**

The practical implications arising from this study will assist managers in Human Resource Planning in attracting and retaining employees. Useful components that managers should consider include salary level, race, gender, and retention factors.

The current study intended to demonstrate to managers the value of exit interviews. It is recommended that managers should determine if the questions in the exit interviews need to be improved.

The findings of the present study will hopefully be useful to Human Resource Managers, providing them with insight into the pull and push factors that are related to employee turnover in the SAPS. It is hoped that Human Resources Managers will find this information helpful when developing interventions to manage voluntary employee turnover and to create strategies, policies, and practices to curb voluntary employee turnover.

Based on the outcomes of the present study, retention strategies implemented in the SAPS should address the issues that are discussed in the following sections.

**Career advancement and development.** A frequent reason cited by many staff who left the employ of the SAPS was to seek career opportunities elsewhere. More should be done within the SAPS to create career opportunities and to ensure that those who would benefit from the opportunities are aware of them. Also, in the absence of opportunities, job enrichment programmes could be implemented to provide the opportunity for career development and thus retain employees. Training and development opportunities have a considerable effect on an employee remaining in an organisation. An employee who is afforded the opportunity to learn and to improve skills and abilities is less likely to quit (Liu et al., 2006). Employees must also be aware of the career advancement opportunities that are available within the organisation, including the training and development programmes that assist in developing careers. This in turn will enhance retention for the organisation (Singh, 2008).

**Health and wellness.** Health and wellness are key in ensuring a healthy mind and healthy body. One of the requirements for SAPS recruitment of police officers is being physically fit. Thus, health and fitness level need to be maintained. Physical fitness is assessed quarterly, with the body mass index (BMI) and any improvements thereof being recorded. Possibly, fitness could be part of the promotion policy and could be incentivised to encourage participation. Mental wellness programmes that are currently in place need to be revised and strengthened, especially since there is an increase in serious and violent crime and the resulting crime scenes may affect the psychological well-being of the police officers and cause post-traumatic disorders.

**Recognition.** In large organisations such as the SAPS, more should be done to ensure that employees at the lower levels feel that their efforts are appreciated and recognised. Supervisors or managers must recognise efforts made and appreciate dedication and commitment. Recognition of effort and commitment does not have to be monetary; non-monetary recognition has been shown to be significantly related to intention to stay.

**Leadership.** There is a belief that employees do not choose to quit the organisation, but choose to quit their boss or supervisor (Blake, 2006). Mobley (1977)

asserts that it is likely that employees will not stay in the jobs where they do not feel supported by their supervisors. Leaders are given the responsibility to manage, mentor, and develop employees and have the responsibility of managing the reciprocal employment relationship.

**Work-life balance.** Boxall and Purcell (2003) suggest that flexible working hours could lead to a better work-life balance and reduce job stress. Rees and McBain (2004) suggest that a family-orientated environment that supports and recognises the lifecycle needs of employees will achieve this work-life balance. Employees require flexibility in performing their work and managing their other responsibilities.

## **Conclusion**

The SAPS is tasked with ensuring a safe and secure environment for all inhabitants of South Africa. Efforts in retaining employees in the SAPS are critical because the roles and responsibilities of the SAPS are fulfilled by persons employed in the organisation (i.e., the human capital at its disposal).

Efforts to reduce employee turnover within the SAPS should be supported by means of retention strategies or policies that aim to ensure that the skills and knowledge of employees are utilised in realising the organisational goals and vision.

The study results revealed that retention strategies in the SAPS should effectively address factors such as career development; health and wellness; reward and recognition; work-life balance; and leadership.

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**Appendices**

**Appendix A: Exit-Interview Questionnaire**

**Employee Details**

Name :.....  
Gender:.....  
Race:.....  
Age:.....  
Highest Level of Education .....  
Division .....  
Component .....  
Sub Component .....  
Province .....  
Supervisor.....  
Years of Service .....  
Period in the component .....  
Appointment Date .....  
Termination date .....  
Contact details(Work).....  
    (Home).....  
    (Cell) .....  
    (Fax) .....  
    (Email): .....

**Interviewer**

Name .....  
Rank .....  
Component .....  
Contact details .....

**SAPS as an Organisation**

1. Briefly indicate why you are exiting the South African Police Service and what conditions initiated the service termination?

RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

.....  
 .....  
 .....  
 .....  
 2. What is your overall opinion of SAPS? Kindly indicate the following using this scale- 1= excellent, 2= good, 3= fair, 4 =poor.

2.1 Remuneration	1	2	3	4
2.2 Keeping employees informed	1	2	3	4
2.3 Overall morale in your component	1	2	3	4
2.4 Recognition given to employees for a job well done	1	2	3	4
2.5 Job posting opportunities were well communicated	1	2	3	4
2.6 Benefits	1	2	3	4
2.7 Support to employees	1	2	3	4
2.8 Physical working conditions	1	2	3	4
2.9 Treating employees fairly	1	2	3	4
2.10 Open-door policy	1	2	3	4
2.11 Human Resources was helpful and knowledgeable	1	2	3	4
2.12 Incentive/ bonus program	1	2	3	4
2.13 the image of SAPS	1	2	3	4
2.14 Recruiting process	1	2	3	4
2.15 Induction process	1	2	3	4
2.16 Ongoing development and empowerment	1	2	3	4
2.17 Performance review program	1	2	3	4
2.18 Cooperation amongst all employees and cooperation	1	2	3	4
2.19 Resources available to employees to execute their duties	1	2	3	4
2.20 Overall work experience	1	2	3	4

2.21 SAPS commitment to quality and excellent service delivery	1	2	3	4
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3. What attracted you to the service?

.....  
.....  
.....

4. Do you think SAPS lives up to the value that have been set?

Yes or NO

5. Do you have any suggestions that will help us improve service delivery?

.....  
.....  
.....  
.....

6. Do you consider working for SAPS in the future?

Yes or No

7. Would you recommend the SAPS to a friend as a good place to work?

Yes or NO

**Job related issues**

8. What did you like most about your work?

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.....  
.....  
.....

9. What did you like least about your work?

RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

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.....  
.....  
.....

10. Do you feel you received recognition/ support regarding your work?

**Work load**

11. Was your work load

Too heavy		Acceptable		Too light	
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12. If too heavy or light, please explain when and why?

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.....  
.....  
.....

13. Do you feel that your performance was evaluated fairly?

Yes or No

14. If No, please explain

.....  
.....  
.....  
.....

15. Did you receive frequent feedback regarding your work performance?

Yes or No

**Career Development**

16. How did you feel about your opportunities for career advancement?

a. Within your immediate work environment?

RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

Excellent		Good		Fair		Limited		No opportunities	
-----------	--	------	--	------	--	---------	--	------------------	--

b. Within SAPS?

Excellent		Good		Fair		Limited		No opportunities	
-----------	--	------	--	------	--	---------	--	------------------	--

**Reason for service termination**

17. Do you have another work opportunity?

Yes or No

18. Does your service termination have anything to do with a work-related problem or grievance?

Yes or No

19. When did you first start thinking about exiting SAPS?

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.....  
.....

20. What could have been done to encourage you not to leave? Was this discussed with your supervisor prior to your service termination?

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.....  
.....

21. May this information be shared with management?

Yes or NO?

22. Other comments

RETENTION IN THE SOUTH AFRICAN POLICE SERVICE

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23. Interviewer's Comments

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.....

Employees Signature ..... Date .....

Interviewers Signature ..... Date.....

**Appendix B: Letter to Research Component SAPS**

P.O Box 10  
Brackenfell  
7560  
16<sup>th</sup> June 2017

The Component Head  
Research and Development  
South African Police Service  
Pretoria  
0001

**Research Study: Investigating retention in South African Police Service.**

I am currently undertaking a degree in Masters of Philosophy in People Management at the University of Cape Town. This year is my second year, as part of the curriculum I am expected to conduct a research on my area of interest with my professional scope of practice. The study that I am interested in is the quantitative investigation to identify the retention in SAPS. I am hoping to conduct the study within the SAPS in Western Cape Province.

I am seeking your ethical approval to gain access to the exit interview records of all employees that exited the organisation by means of resignation on all salary levels in the Western Cape in the financial year 2016/17. The aim of the study is to investigate the reasons why employees exit the organisation with the aim of developing a retention strategy for the organisation. It is noted that employees' voluntary resignations are high compared to the other reasons of terminations. The study will solely rely on the exit interviews no other interviews will be conducted.

It is envisaged that this study will benefit the organisation by critically identify the reasons, recommend the retention strategy to ensure that the organisation retain its skills and improve service delivery.

Yours Sincerely,  
NHT Zethu

**Appendix C: Letter to UCT Ethics Committee**

P.O Box 10  
Brackenfell  
7560  
16<sup>th</sup> June 2017

The Head of the Department  
Research Ethics Committee  
University of Cape Town  
Rondebosch  
7701

**Research Study: Investigating retention in South African Police Service.**

Dear Sir/ Madam

I am currently undertaking a degree in Masters of Philosophy in People Management at the University of Cape Town. This year is my second year, as part of the curriculum I am expected to conduct a research on my area of interest with my professional scope of practice. The study that I am interested in is the quantitative investigation to explore the retention in SAPS. I am hoping to conduct the study within the SAPS Western Cape Province.

I am seeking your ethical approval to conduct this research.

The aim of the study is to identify the reasons why skilled employees exit the organisation with the aim of recommending a retention strategy for the organisation. It is noted that the skilled employee voluntary resignation is high compared to other reasons of terminations.

It is envisaged that this study will benefit the organisation by critically identify the reasons, recommend the retention strategy to ensure that the organisation retain its skills and improve service delivery.

Yours Sincerely,  
Ms NHT Zethu