THE EFFECT OF ECONOMIC DOWNTURN ON VOLUNTARY LABOUR TURNOVER AMONGST ARTISANS IN SOUTH AFRICA

A research proposal submitted

By

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Abstract

As with most human responses in life, voluntary turnover is also based on cause and effect. If an event or chains of events happen certain responses are triggered. In the case of voluntary turnover these responses form part of human psychological decision logic that end in a termination of employment. Each person, given their context, will display a different psychological response to similar events. A theoretical model published by Lee and Mitchell (1994) map these psychological responses into specific decision paths. This unfolding model of voluntary turnover proposes that people decide to leave an organisation through one of five distinct psychological decision pathways. An artisan shortage in South Africa is limiting growth and organisational performance within the manufacturing industry. Organisations are willing to pay a premium for skills and this is driving turnover at the artisan level. It is therefore important for managers, in this environment, to understand the drivers of artisan turnover and limit the turnover rate. This research presents results of classifying 64 artisan leavers from the South African manufacturing industry. The classification develops an artisan voluntary turnover profile as described by the unfolding model of voluntary turnover. The data used to develop this classification is extracted using quantitative techniques. The impact of the economic downturn on this voluntary turnover profile is discussed. Further analysis is also made regarding differences in voluntary turnover decisions between artisans that have experienced organizational downsizing and those that have not. Implications regarding these findings are discussed.

Declaration

I declare that this research project is my own work. It is submitted in partial fulfillment of the requirements for the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Bryan Versfeld

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Signed

Date: 11 November 2009

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1. CHAPTER 1: Introduction to Research Problem

1.1 Introduction

Turnover has been and remains an active area of theorising and empirical research within the domain of organisational psychology (Harman et al., 2007). Older theories are being retested and modified, new theorising is being introduced, and current research is providing better answers to the main research question: Why do people voluntarily leave a job?

By understanding voluntary turnover, organisations are able to better manage their turnover rates. By incurring high turnover and particularly skilled labour turnover organisations can incur significant costs. This cost could be direct or indirect. Direct cost can be incurred in terms of replacement, recruitment and selection, cost of being short-staffed, temporary staff and management time (Cheng and Brown, 1998). Indirect costs are incurred through impact on morale, pressure on remaining staff, costs of learning, service quality, product quality or organisational memory (Dess and Shaw, 2001). These costs are also a feature of involuntary turnover, during downsizing or redundancy (Morrel, Loan-Clarke and Wilkinson, 2004). By being cognisant of these potential costs it is important for organisations to manage their turnover.

1.2 Research Motivation

The motivation behind this research is to further understand voluntary turnover of artisans in the manufacturing industry in South Africa. With a shortage of artisans in the country it is challenging to recruit as well as retain skilled artisans. A high turnover rate will incur indirect and direct costs for the organisation. The market is however currently changing due to global economic factors. The main purpose of this research is therefore to try and understand what effect the economic change will have on voluntary turnover of artisans. This work will be based on the unfolding model of voluntary turnover (Lee and Mitchell, 1999) and what effect an economic downturn has on psychological responses when leaving an organisation. A further variable (downsizing effects on survivors) will be tested and compared to no downsizing effects in an organisation as described by the unfolding model. Survivor retention subsequent to a downsizing is a major concern to companies trying rejuvenate themselves following a downsizing. There remains substantial competition amongst employers for skilled workers. Declining employee loyalty has led individuals to more readily change employers for better salaries, improved working conditions and increased responsibility (Spreitzer and Mishra, 2002). More importantly, prior research has suggested that high potential employees have many alternative job opportunities and may be most tempted to leave for a more stable work environment following a downsizing (Mishra and Spreitzer, 1998). Given that organisations invest considerable money and time into hiring and training employees, management should be cognisant of how to protect their resources. The need for organisations to retain survivors with valuable skills is an important issue during a downsizing. With this knowledge managers will be

able to predict or prevent turnover of artisans within their organisation. This benefit should therefore reduce the impact of turnover and hence cost to the organisation.

1.2.1 Artisan Shortage in South Africa

Labour market forces of supply and demand influence employee turnover (Kirchenbaum and Mano-Negrin, 1999). Labour shortages lead to increase in wage points which make alternatives for employees viable. Organisations that lag competitive compensation could experience an increase in turnover. Excess demand would have the same effect.

Artisan shortage in South Africa is playing a significant role in retarding development and performance in the manufacturing industry. The Foodbev SETA has acknowledged that a nine billion Rand investment in training will be required to fulfil artisan demand in South Africa. Data according to the Engineering News is that in 1975, 33 000 apprentices registered for their trade completion. In 2000, 3000 apprentices registered in South Africa and in 2005, 1440 had registered. This decline in artisans entering the labour market has created a tremendous shortage of skilled artisans in South Africa. Not only has there been a decline in supply of artisans in South Africa there has also been an increase in demand. (Manpower, 2009) showed a 25% net increase in headcount growth in the Manufacturing industry and predicted an outlook of 43% in 2007. Since the fourth quarter of 2008 however the picture is changing. The outlook for manufacturing net headcount increase declined to 15%. The prediction for the first quarter in 2009 shows further decline to a level of 8%. There is some optimism however as the

prediction for the second quarter in 2009 shows and increase on quarter one of 3% to a predicted level of 11%.

The decline in growth toward the latter part of 2008 is in line with the global economic downturn. September 2008 saw the closure of one of the United States of America's most prestigious financial institutions, Lehman Brothers. This communicated to the world that the credit crisis was indeed significant and that bail outs would not be able to rescue the economy. Due to globalisation and the interwoven network of global trade, a crisis in the United States would impact on the globe as a whole. South Africa has not been isolated from the economic downturn with many organisations entering downsizing and contraction of spending. Solidarity, a trade union in South Africa, has been publishing data regarding retrenchment in South Africa since the fourth quarter of 2008. The figures published include jobs already lost due to formal retrenchments since the fourth quarter of 2008, as well as the number of jobs that are currently threatened by ongoing retrenchment procedures. It does not include jobs lost through liquidations of companies or job losses that take place without formal retrenchments (as in small businesses and the informal sector). As of the 24th of April 2009 the total retrenchment figure according to Solidarity is standing at 54 062 (Solidarity, 2009).

It is interesting to note that within the manufacturing industry differences between the fast moving consumer goods sector and the vehicle manufacturing sector differences in retrenchment patterns exist. According to Solidarity since the last quarter in 2004 the FMCG sector has not engaged in official retrenchment. The automotive industry however has retrenched an estimated 14 670 since the last quarter of 2008. Table 1.1 breaks down and

highlights retrenchment figures for various automotive manufacturers, in South Africa, since the last quarter of 2008.

Manufacturer	Permanent Employee	Contractor	Sector
BMW	-	350	Manufacturing - automotive
Ford	220		Manufacturing - automotive
Ford	485	-	Manufacturing - automotive
General Motors SA	700		Manufacturing - automotive
Mercedes-Benz	800	89	Manufacturing - automotive
Nissan	126	92	Manufacturing - automotive
Toyota	-	800	Manufacturing - automotive
Volkswagen	400 (may be through a voluntary process)		Manufacturing - automotive
Various auto component manufacturers	1508+ (many individual firms' numbers are undetermined, could be as high as 8000 - a further 1100 jobs already lost due to 6 firms closing)	8000+	Manufacturing - automotive

Table 1.1: Solidarity Report 2009: Retrenchment

The following trends are emerging in the manufacturing labour market:

- A contraction in net headcount growth in the manufacturing industry since 2008.

- An increase in skilled worker supply into the labour market due to retrenchment since the last quarter of 2008.

- The automotive manufacturing sector is actively retrenching since the last quarter of 2008 while the FMCG sector is not.

1.2.2 The Unfolding Model of Voluntary Turnover

The unfolding model (Lee and Mitchell, 1994) is a retrospective, classificatory account of voluntary turnover that treats quitting as a decision process. Before 1994 research into turnover was typically studied as the perceived ease of movement and the perceived number and types of job alternatives. This perceived desirability of movement was defined as an individual's level of job satisfaction. The empirical evidence indicated a modest relationship between levels of satisfaction and turnover, but an inconsistent relationship between the perceived number and types of alternatives and turnover (Lee, Mitchell, Holtom, McDaniel and Hill, 1999).

Lee and Mitchell (1994) argued that it was time to develop alternative theory about how and why people leave organisations. Conducting informal interviews with people who had left their

jobs, they proposed the unfolding model of voluntary turnover. The unfolding model describes five psychological and behavioural paths when quitting, of which a leaver would follow one.

1.2.3 Psychological Effects of Survivors

Retrenchment, downsizing, rightsizing and restructuring are all terms used to describe companies trying to reduce expenditure and gain or regain a competitive edge (Petzall, Parker and Stoeberl, 2000). This is currently the situation in South Africa given the economic downturn. Organisations are experiencing a reduction in sales and are therefore reducing fixed cost to ensure survival of the organisation. The major contributor to fixed cost is pay cost and therefore a reduction of fixed cost can lead to reduction in employees. Employees that are not retrenched, and left in the organisation, are referred to as survivors. For practical and theoretical reasons it is important to try and understand the psychology of survivors given a certain context. Prior research has shown that downsizing can have profound effects on survivors' behaviour including job involvement, good citizenship behaviour, withdrawal, work effort and productivity (Sadri, 1996). While immediate reactions to downsizing are well documented only a limited understanding of survivors' longer-term behavioural responses, particularly in terms of survivors' willingness to remain with a firm subsequent to a downsizing is known (Spreitzer and Mishra, 2002). Evidence suggests that an organisational downsizing, whether or not one's job security is threatened, deeply affects the attachment survivors feel

toward the organisation (Brockner, Grover, O'Malley, Reed and Glynn, 1993). Downsizing is likely to be experienced as a "shock" to employees, jarring them toward deliberate judgments about their job and deciding whether to stay or to leave the organisation (Lee and Mitchell, 1994). The context of downsizing will be particularly salient for understanding an individual's psychological attachment and subsequent voluntary turnover.

The current South African context, where certain organisations are downsizing, creates a variable that needs to be incorporated in this research so that voluntary turnover is better understood in an economic downturn.

1.3 Research Scope

The Scope of this research will be limited to understanding the effects of an economic downturn on voluntary turnover. This will be evaluated by surveying skilled workers in the manufacturing industry in South Africa. The model that will be used to understand the voluntary turnover characteristics, of the sample, will be the unfolding model of voluntary turnover proposed by Lee et al. (1999). Two groups will be surveyed:

- The first group from the fast moving consumer good (FMCG) sector in the manufacturing industry,

- The second from the automotive sector in the manufacturing industry in South Africa.

The two groups are displaying different characteristics during the economic downturn. The FMCG sector is not retrenching while the automotive sector is. This research will examine whether this difference suggests different psychological pathway characteristics as proposed by the unfolding model.

1.4 Research Problem

This study will try and determine what effect an economic downturn has on voluntary turnover in a labour market with a skills shortage. (The manufacturing industry in South Africa).

The research will:

- Establish what classification characteristics the unfolding model of voluntary turnover displays during an economic downturn.

- Understand if there is a difference in psychological pathway (speed and/or choice), as described by the unfolding model, between organisations that are retrenching and those that are not during an economic downturn.

- Establish whether the economic downturn will delay artisans from resigning without a job offer.

- Establish whether the skills shortage of artisans in South Africa, and impact on turnover, is relevant during an economic downturn.

- Establish whether there is a difference between potential voluntary turnover in organisations that are retrenching versus organisations that are not.

2. CHAPTER 2: Theory and Literature Review

A useful way to summarise the vast literature on employee turnover, is to organise it into two schools: the 'psychological school' and the 'economic' or 'labour market school' (Morrell, Loan-Clarke and Wilkinson, 2001). Labour market theories place more emphasis on the interplay of external variables on turnover.

These external variables make it difficult to manage turnover effectively. A shortage of artisans means there are widespread available alternative jobs. These can influence job satisfaction directly and thus influence turnover indirectly. This is because a large number of alternative jobs are available. A number of practical retention strategies that recognise labour market realities are explored in the human resource space. These are strategies such as compensation plans, job redesign, job customisation and career planning.

Research in the psychological contract space concerns itself with issues principally related to affect. Analysis is geared towards explaining or predicting leavers' behaviour. These accounts can be classed as voluntarist as they emphasise choice (Morrell et al., 2001). Key studies have included investigation into job satisfaction, commitment, job involvement and the psychological contract. Hertzberg distinguished between intrinsic and extrinsic factors related to job satisfaction intrinsic factors are believed to increase job satisfaction, whereas extrinsic factors cause job dissatisfaction (Hertzberg, Mausner and Snyderman, 1959). According to Hertzberg the most important dissatisfiers are: company policy and administration, supervision, relationships with supervisor, peers and subordinates, work conditions, salary and benefits, personal life, status and security. After poor conditions have been corrected, it was estimated

that most employees would not quit their jobs. At the same time, that correction did not guarantee more productive employees. To motivate employees Hertzberg explores satisfiers. These satisfiers include a sense of achievement, recognition, challenging work, responsibility, advancement opportunities and the possibility to develop and grow as a person and a professional. The psychological contract is a relationship between employers and their employees. (Clutterbuck, 2005) indicate that it is a very useful concept in managing employee alignment and addressing such issues as motivation and retention.

Traditional research on turnover focuses on negative job attitudes (e.g. low levels of job satisfaction) as the cause for leaving. (Griffeth, Hom and Gaertner, 2000) reported that models focussing on job satisfaction and perceived alternatives had a remarkably weak ability to predict voluntary turnover. These models were able to predict with an explained variance to be around 5%.

Several years ago, Lee and Mitchell (1994) argued that is was time to develop alternative theory about how and why people leave their organisations. Drawing on informal interviews with people who had left their jobs and a comprehensive review of the extant turnover research, they proposed the unfolding model of voluntary turnover.

2.1 The Unfolding Model

The unfolding model describes different psychological paths that people follow when they decide to leave an organisation. The central contribution of this approach is that it shifted the assumption that turnover is always an evaluative and rational process to a broader model of how decisions are actually made.

The unfolding model has three main features (Morrel, Loan-Clarke, Arnold and Wilkinson, 2008). First, the theoretical basis is image theory (Beach, 1990), an alternative to accounts of decision making that emphasise rational choice. Image theory incorporates rational choice theory, but stresses the primacy of intuitive or non-rational elements in decision making. A person may use one or more of three types of images, or schematic knowledge structures, for decision making. These relate to *values*, (the decision makers principles), *trajectories* (desired goals), and *strategies* (how to achieve those goals). An option is adopted or rejected depending on its compatibility or fit with subsets of images.

Second, the model features two constructs: "shock" and "script". A shock is a particular event that initiates the psychological analyses involved in quitting a job. A shock can be positive, neutral or negative; expected or unexpected; and internal or external to the person that experiences it (Lee et al., 1999). Examples include unsolicited job offers, changes in marital state, transfers, acquisitions and mergers. A script is defined as a "preexisting plan of action" (Lee et al., 1999). It can be based on past experience, observation of others, reading or social expectations.

Third, the model shows how people leave in different and distinct ways, represented by five mutually exclusive decision paths (see Table 2.1). In paths 1, 2 and 3, the quit begins with a shock. A shock is a single, jarring event prompting thoughts of quitting. Leavers that follow path 1 carry out an extant plan (script) to quit. They do not search or evaluate alternatives, or consider likely offers, but leave quickly regardless of image violation or satisfaction. The shock in paths 2 or 3 prompt an image violation which is a dissonance between the present job and one or more images. This can be so severe that satisfaction is irrelevant (path 2) as a quit is triggered without search or a job offer. A hypothesis of this research is that path 2 will be positively related to artisans experiencing an economic downturn.

Hypothesis: Path 2 will be positively related to a sample experiencing an economic downturn.

Path 3 is the alternative where the shock leads to dissatisfaction. This leads to a search and quit after a job offer. An offer need not be definite, but only needs to be perceived as "highly likely" (Lee et al., 1999).

TABLE 2.1: Pathways in the Unfolding Model of Voluntary Turnover (Lee et al., 1999)

Shock	Script	Image Violation	Satisfaction	Search/evaluate alternatives	Likely offer	Path
Yes	Yes	N/A	N/A	No	No	1
Yes	No	Yes	N/A	No	No	2
Yes	No	Yes	No	Yes	Yes	3
No	No	Yes	No	No	No	4a
No	No	Yes	No	Yes	Yes	4b

In paths 4a and 4b no shock is experienced by leavers, but they experience image violation more gradually. This can result in quitting without search/evaluation or an offer (path 4a). Path 4b describes dissatisfaction that can lead to quitting after search/evaluation and an offer. Lee et al. (1999, p. 451) state that identification of other paths to quitting would indicate falsification of the unfolding model.

The model therefore specifies that people quit in five prototypical ways. This contrasts accounts that propose a normative path from, for example, job dissatisfaction to exit. Lee et al. (1999) tested the model on 229 accountant leavers in United States. The model classified 92.6% of the respondents.

Lee and Mitchell (1994) suggested that two factors affect the speed with which decision paths unfold. First, the amount of mental deliberation varies among paths. Whereas paths 1 and 2 involve fewer mental processes (no comparison of alternatives), path 3 involves elaborate deliberations involving comparisons among alternatives. Furthermore, mental deliberations involved with paths 4a and 4b should unfold more slowly than paths 1 and 2. Lee and Mitchell (1999) hypothesised and tested their inference in 1994 and their results showed that their suggestion of different path speed was indeed correct. This work was however tested in an economic upturn in the United States. One of the research hypothesis will be to understand whether these characteristics hold true in an economic downturn.

Morrell et al. (2008) empirically tested the unfolding model. They questioned the generalisability of the model. They felt that the two extant tests carried out by Lee and Mitchell on accountants in the United States needed to be tested on a different occupational group and in an extremely tight labour market. Comparative results from these studies can be seen in Table 2.2. Morrell et al. (2008) conducted a test on 352 nurse leavers in the United Kingdom. The results of their study challenged the idea that the unfolding model is a generic account of turnover. The model was not able to classify 23% of the sample. This is a significantly higher proportion than in Lee et al. (1999) where 7.4% was unclassifiable.

TABLE 2.2: Statistics comparing Lee et al. (1999) with Morrel et al. (2008)

	Lee et al. (1999)	Morrel et al. (2008)
Population	Accountants	Nurses
Sample size	229	352
Response rate	20%	31%
Time between leaving and reading survey	30 – 60 months	2 – 14 months
Mean job satisfaction	3.39	2.84
SD job satisfaction	0.51	0.7
DEMOGRAPHICS		
Age	40	35
Tenure	8.1 years	4.1 years
Sex	69% male	91% female
CLASSIFICATION PATH		
1	2.6%	0.6%
2	3.1%	0
3	24%	32.7%
4a	3.5%	0.3%
4b	59.4%	43.5%
Unclassified	7.4%	23%

Other relevant differences between the studies is that 0.9% of the nurse respondents could be classified in paths 1, 2 or 4a compared to 9.2% in Lee et al. (1999). These three paths classify leavers not responding to an offer or likely offer. The reason for this difference, as reported by Morrell et al. (2008), is that the feature of nursing turnover at the time of the study was the ready availability of alternative opportunities. These findings challenge the generalisability of the unfolding model as a classificatory tool.

An outcome of this research project will be to evaluate how applicable the unfolding model is on artisan leavers in the manufacturing industry, in South Africa, that is experiencing an economic downturn.

2.2 Psychology of Survivors

Interesting research has been conducted on the psychological effect of downsizing on employees that remain behind, in an organisation. The employees that remain in an organisation are referred to as *survivors*. Organisational downsizing and organisational decline has been frequent phenomena in recent decades due to fundamental and structural changes in the world economy (Selmer and Waldstrom, 2007). The aim of downsizing is to increase the efficiency and productivity of an organisation.

Prior research has shown that downsizing can have profound effects on survivors' behaviour including job involvement, good citizenship behaviour, withdrawal, work effort and productivity (Sadri, 1996). Effort and ability are the two factors that determine a worker's productivity. Since ability does not change after downsizing, any change in the performance of a survivor can most probably be attributed to a change in work effort. Work effort of survivors is influenced by their reactions, primarily perceptions, to job insecurity. These depend on two factors; perceived threat and perceived control (Sadri, 1996). Perceived threat is the estimated likelihood of further retrenchment and possible job loss. Perceived control is the survivors' belief that they or their employer can take some action to assist them in neutralising the negative effects of job loss. Perceptions of job insecurity affect the level of subsequent work effort which retrenchment survivors invest in their organisational roles and duties. While immediate reactions to downsizing are well documented only a limited understanding of survivors' longer-term behavioural responses, particularly in terms of survivors' willingness to remain with a firm

subsequent to a downsizing is known (Spreitzer and Mishra, 2002). Evidence suggests that an organisational downsizing, whether or not one's job security is threatened, deeply affects the attachment survivors feel toward the organisation (Brockner, Grover, O'Malley, Reed and Glynn, 1993). Loyalty toward the organisation is often the victim of downsizing (Petzall, Parker and Stoeberl, 2000).

Downsizing is likely to be experienced as a "shock" to employees, jarring them toward deliberate judgments about their job and deciding whether to stay or to leave the organisation (Lee and Mitchell, 1994). A shock is any expected or unexpected change to an ongoing social system that shakes an employee out of a steady state with respect to his thinking about the job or organisation (Spreitzer and Mishra, 2002). The shock causes the person to pause and think about the meaning or implication of the event in relation to his or her job. The context of downsizing will be particularly salient for understanding an individual's psychological attachment and subsequent impact on voluntary turnover.

Hypothesis: The duration between a decision to leave, due to a "shock", and actual quitting will be more delayed in a sample experiencing downsizing versus a sample that is not experiencing downsizing in an economic downturn.

Hypothesis: The duration between a decision to leave, due to a "script", and actual quitting will be more delayed in a sample experiencing downsizing versus a sample that is not experiencing downsizing in an economic downturn.

The current economic downturn in South Africa has prompted many organisations to downsize their workforce in order to remain competitive and survive. This is particularly evident in the automotive manufacturing sector in South Africa, as discussed in Chapter 1. On the other hand the FMCG sector, in South Africa, is not actively downsizing to remain competitive. The two sectors are hypothesised to display different psychological pathways regarding decisions to quit. A comparison of the two sectors in terms of voluntary turnover will be explored as described by the unfolding model.

Hypothesis: The effect of downsizing does not trigger a decision to quit in an economic downturn.

Hypothesis: Survivors of a downsizing are less likely to quit their organisation than artisans that have not experienced downsizing during an economic downturn.

Hypothesis: Survivors of organisational downsizing will perceive reduced external job offers in an economic downturn.

3. CHAPTER 3: Hypotheses

3.1 Research Hypothesis

Hypothesis 1:

An economic downturn could delay a decision to leave an organisation as described by the unfolding model.

> *Hypothesis 1a: The duration between a decision to leave, due to a "shock", and actual quitting will be more delayed in a sample experiencing downsizing versus a sample that is not experiencing downsizing in an economic downturn.*

> *Hypothesis 1b: The duration between a decision to leave, due to a "script", and actual quitting will be more delayed in a sample experiencing downsizing versus a sample that is not experiencing downsizing in an economic downturn.*

Hypothesis 2:

Downsizing is likely to be experienced as a "shock" to employees, jarring them toward deliberate judgments about their job and deciding whether to stay or to leave the organisation (Lee and Mitchell, 1994). With the introduction of a shock (downsizing), does an economic downturn buffer that shock.

> *Hypothesis 2a: The effect of downsizing does not trigger a decision to quit in an economic downturn.*

> *Hypothesis 2b: Survivors of a downsizing are less likely to quit their organisation than artisans that have not experienced downsizing during an economic downturn.*

Hypothesis 3:

When negative events happen (such as downsizing or lack of annual bonuses) people may leave via path 2 (Lee et al., 1999). Here a comparison of artisans leaving an organisation during an economic downturn and artisans leaving prior to an economic downturn should highlight this difference. The expectation is that there will be a shift in classification of artisan leavers as described by the unfolding model.

> *Hypothesis 3: Path 2 will be positively related to a sample experiencing an economic downturn.*

Hypothesis 4:

Survivors of organisational downsizing could perceive the job opportunities in the labour market to be lower than people that have not experienced retrenchment in their organisations in an economic downturn. A comparison of job opportunity perceived by a sample experiencing downsizing and a sample not experiencing downsizing will test this hypothesis.

> *Hypothesis 4: Survivors of organisational downsizing will perceive reduced external job offers in an economic downturn.*

4. CHAPTER 4: Research Methodology

4.1 Research Design

This research project utilised a descriptive design utilising a quantitative survey method. This method is appropriate for this kind of research as it describes the characteristics of the sampled population. A descriptive research is designed to describe characteristics of a population or a phenomenon (Zikmund, 2003).

4.2 Population and Sampling

The sample population for this research project was:

Qualified (NQF4) artisans (millwrights, electricians, fitters and turners), in the South African manufacturing industry.

Two separate sample populations were used for this research. One sample was from the FMCG sector and the other from the automotive manufacturing sector in the Manufacturing industry in South Africa.

A potential sample size of 100 respondents per population was sourced. Data was gathered by emailing out a questionnaire for respondents to fill in. Artisans with no internet access were offered a manual version which was entered into the survey database by the researcher.

Submission of the questionnaire by the respondent was automatically stored into a database for statistical analysis. It is important to source as large a sample as possible as it will ensure more accurate statistical inference. A minimum sample of thirty, for each population, will be required to utilise parametric analysis. The final responses gathered were 63 for the entire sample. Only twelve responses were captured for artisans that have experienced downsizing during the economic downturn. Due to this low number of responses non-parametric statistical analytical tools were used to evaluate the data. The low number for this sample will have an effect on the generalisability of the conclusions in the research findings.

4.3 Questionnaire Design

The questionnaire used in this research report was based on the original questionnaire developed by Lee et al. (1999) and also included some of the modifications proposed by Morrell et al. (2008). Judgemental, non-probability sampling was used to collect respondent data. A five point Likert type scale was used to assess the construct statements. The survey also included dichotomous responses to help classify the data. The questionnaire can be viewed in Appendix A.

The approved version of the questionnaire was first tested on a four respondents to test for understanding and also whether there were any system issues with the electronic format of the survey. Section A of the questionnaire was used for classification purposes. The differentiation criteria were based on age, sex, industry and tenure. The main classification section was to

evaluate whether a respondent had been exposed to downsizing, within their organisation, since December 2007. This would be used to separate respondents who would potentially display survivor traits versus those who might not. These two groups would be used to for comparison purposes. Section B of the survey was used to classify respondents into the various psychological paths of voluntary turnover, as described by Lee and Mitchell (1999).

4.4 Response Rate

A self administered questionnaire, delivered via email, was used as the data collection instrument for the survey. According to Zikmund (2003), the response rate can be as low as fifteen percent with this type of method. Following Zikmund (2003)'s suggestion of including a cover letter outlining the usefulness of the study, together with making frequent follow ups, the response rate for the survey improved to 45% percent. Generating responses from artisans proved to be challenging. The perception is that it is not in their best interest to complete a survey when they could be either working on the plant or leaving the premises.

4.6 Research Limitations

This study was a cross-sectional study due to the data being collected at a single point in time. A longitudinal study would be more useful as it will be able to study and report on behaviour before, during and after an economic downturn. Comparing this data would be more accurate in concluding the effect of an economic downturn on a particular sample. Further limitations of this study are the low number of responses for the group that has experienced downsizing within their organisation. This results in a distribution that cannot be modelled by a normal distribution assumption. Non-parametric techniques were used to evaluate equality of means. With this data it is possible that the conclusions drawn are not representative of the entire population.

5. CHAPTER 5: Results

5.1 Introduction

This chapter represents the results of the research data which focuses on the potential effect of the economic downturn on voluntary turnover. The findings are based on a total of 64 survey respondents. Of the total number of responses 12 respondents indicated that their organisation had experienced downsizing within their organisation since December 2007. This low sample size will require non-parametric statistical analysis. A complete descriptive statistical analysis of the data can be seen in Appendix B.

5.2 Results

5.2.1 Classificatory Results

Of the 63 respondents the following characteristics were observed:

All the respondents were artisans. This was confirmed by their qualification and position held within the organisation. 57 of the respondents completed the survey completely. This gave the survey a 90.5% completion rate. Of the 64 respondents 96.9% of them were male. This is a typical distribution for this type of work. The trend these days are that more females are engaging in acquiring a trade skill as it becomes more socially accepted and diversity embraced. Figure 5.1 graphically depicts the male dominance in the artisan field.
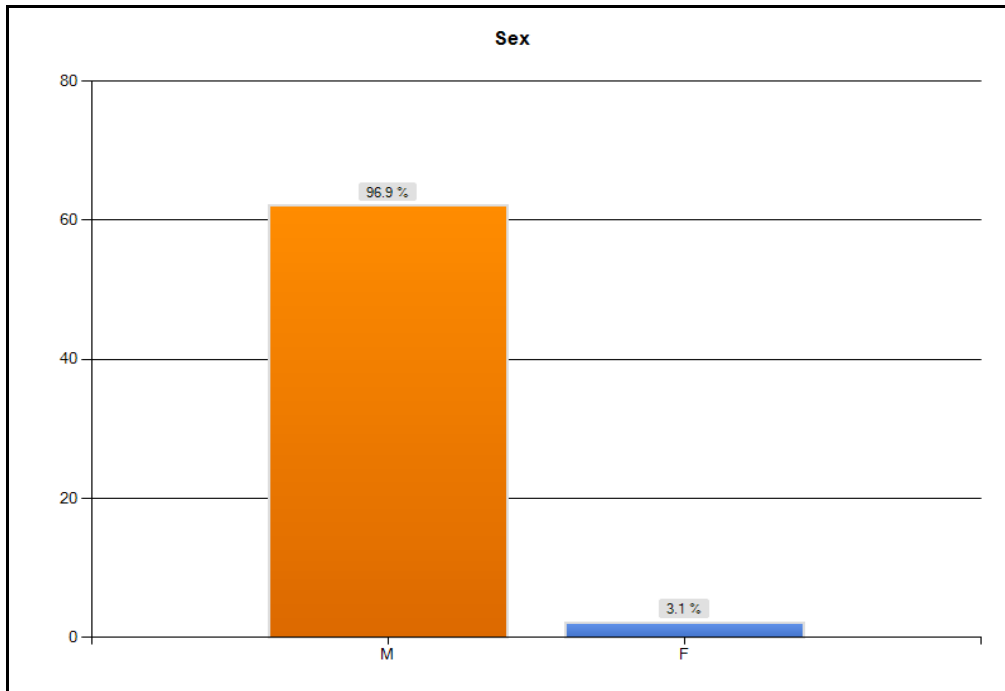
Figure 5.1: Male / Female split of artisan respondents

The industry that the respondents operate in were classified into seven categories. These were fast moving consumer goods, beverage, mining, automotive, agriculture, chemical and other. 38 of the respondents were from the beverage industry which made up for 59.4% of the respondents. 13 respondents from the automotive industry were sourced. The complete breakdown of the various industry frequencies can be seen in Figure 5.2.

What industry does your current employer operate in?
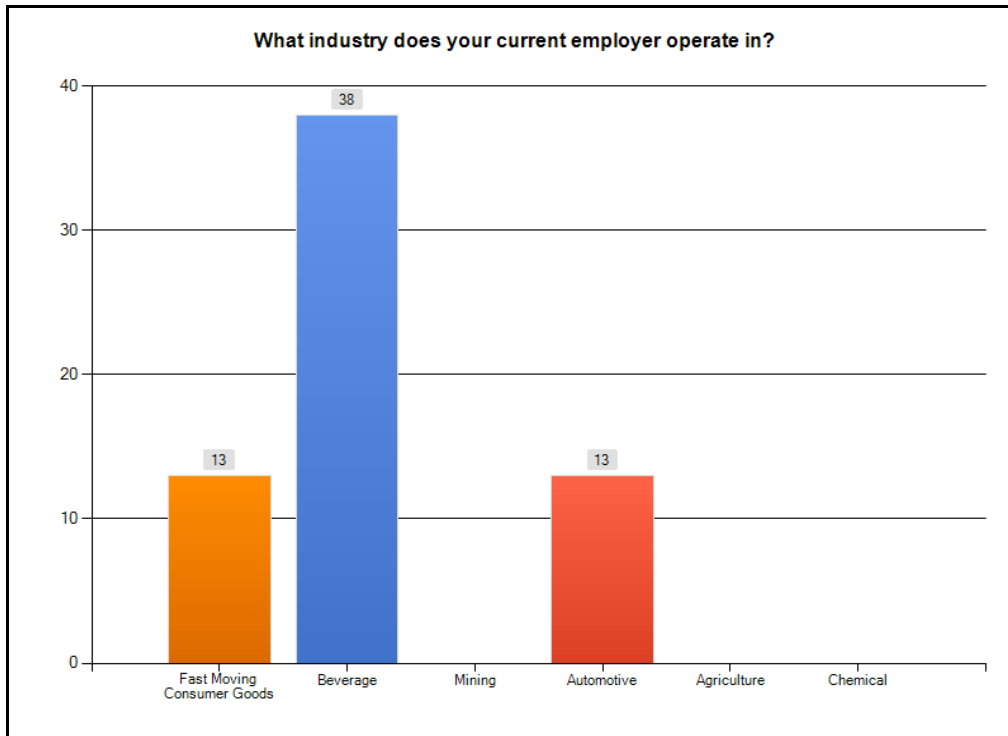
Figure 5.2: Artisan respondent industries

An important outcome of the research is to compare artisans that have experienced retrenchment to artisans that have not experienced retrenchment. From the responses collected 12 respondents indicated that they had experienced retrenchment within their organisations since December 2007. These twelve data points will be used to compare data against respondents that have not experienced retrenchment in their organisations since December 2007. Due to the retrenchment set being small and not representing a normal distribution, non-parametric statistical methods will be used to infer population characteristics. The frequency data for the artisans whose organisations have been retrenching can be seen in Figure 5.3.

Has your organisation, or department, been through a retrenchment exercise since December 2007
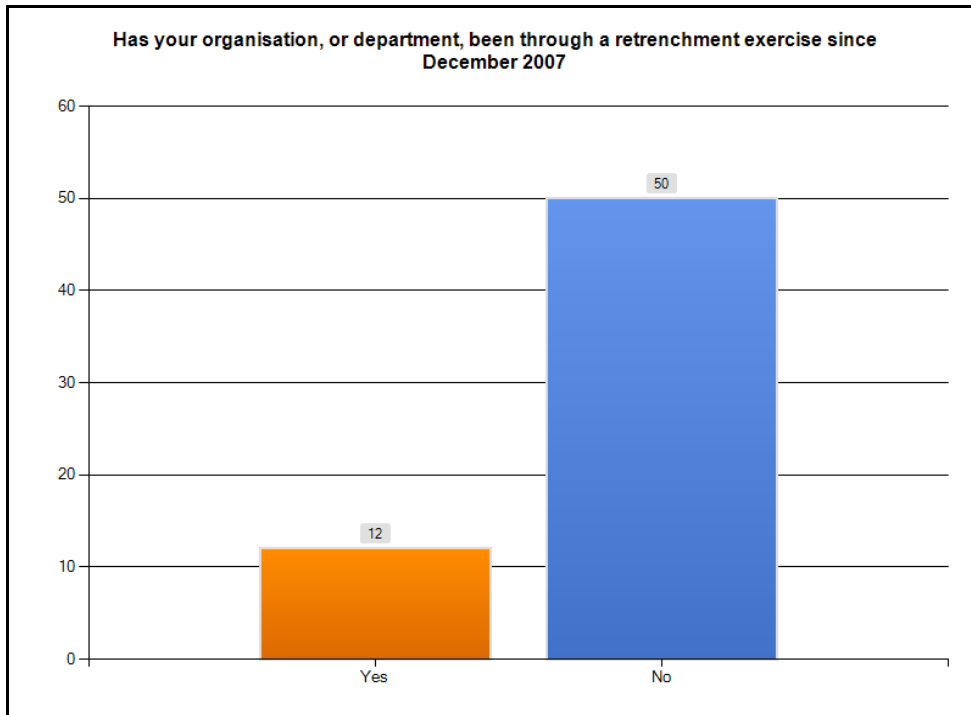
Figure 5.3: Number of respondents whose organisations have been retrenching since December 2007

In Section B of the questionnaire respondents were asked to indicate whether there was a single event that caused them to think about leaving. This was a dichotomous response to illicit categorisation of respondents that experienced *shock* from those that did not experience a *shock*. 67.9% of the respondents reported to have experienced a *shock*. The results for respondents experiencing *shock* can be seen in Figure 5.4. Respondents that answered "yes" to experiencing a single event were asked to respond to whether the event had been expected or not. By understanding what proportion is expected or unexpected management might, through engagement, be able to reduce the effect of *shocks* causing voluntary turnover. The results of these responses can be seen in Figure 5.5.
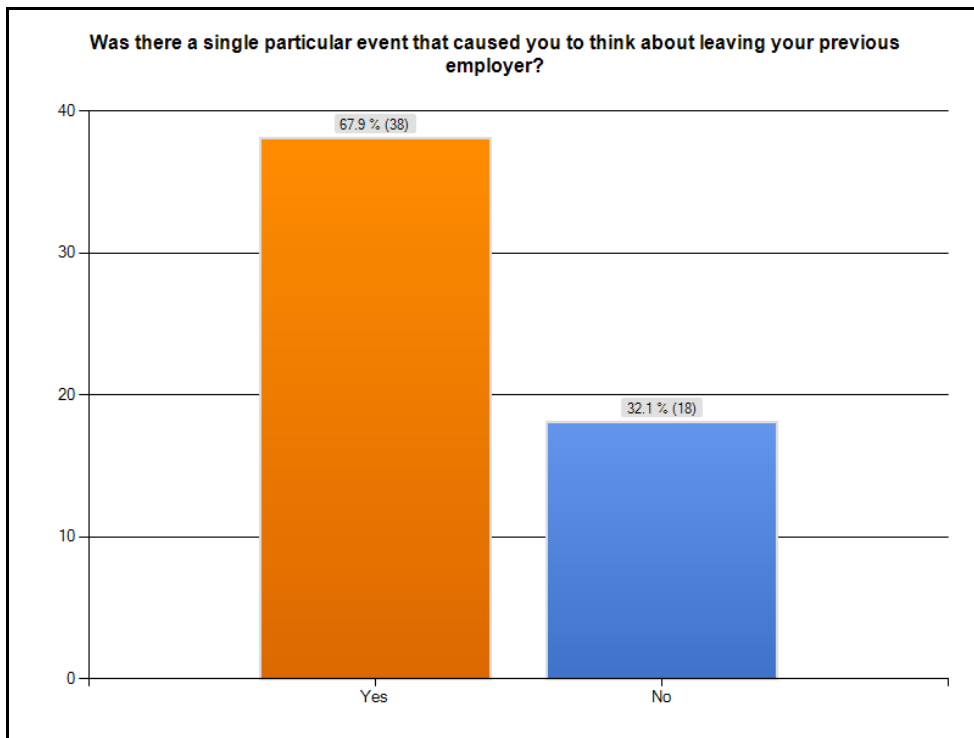
Figure 5.4: Artisan *shock* responses
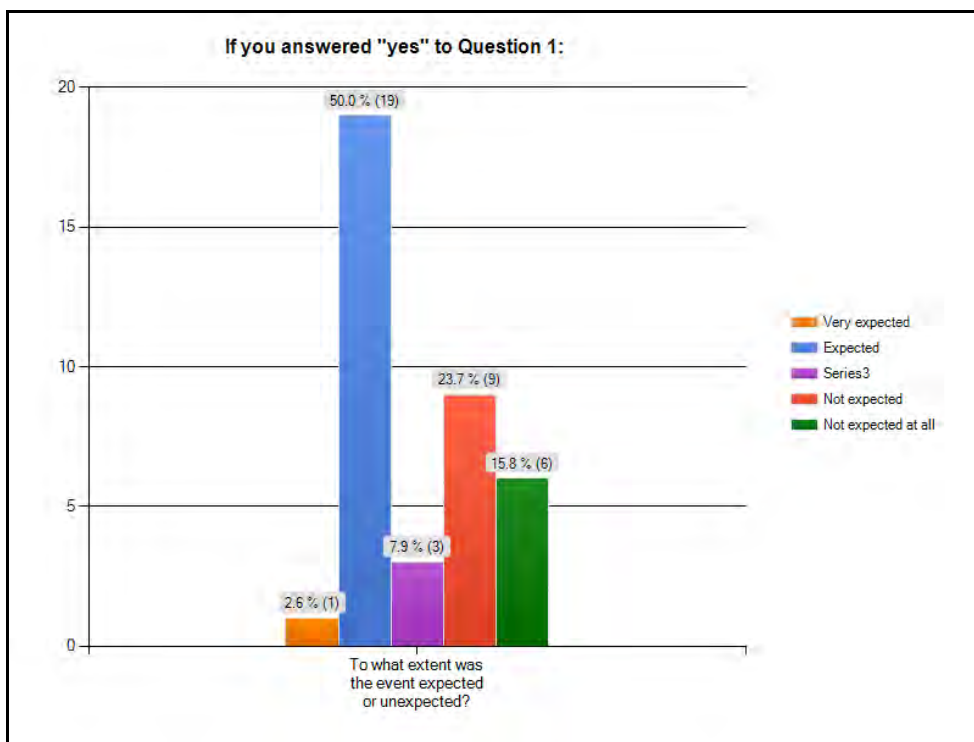
Figure 5.5: Results of *shock* expectation

As can be seen in Figure 5.5, 52.6% of the respondents had expected the shock. Lee et al (1999) proposed that although managers may not be able to control many of the external shocks employees sustain, it may be advisable for organisations to develop systems that allow quick responses, such as offers of new internal jobs or job sharing.

Respondents were also asked to classify their reasons for leaving their previous employer. The results of the responses can be seen in Figure 5.6.
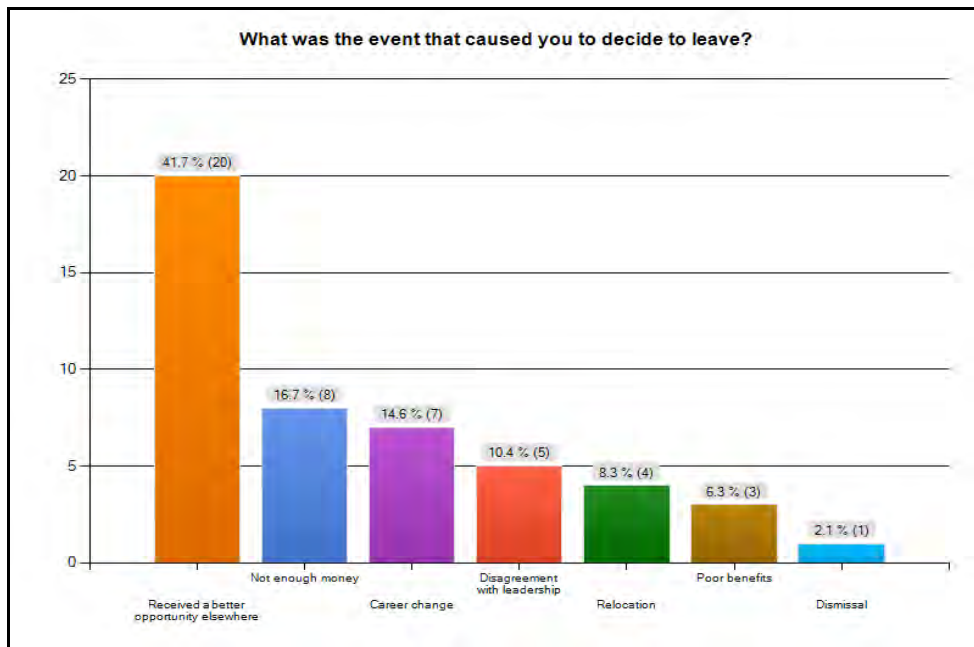
Figure 5.6: Artisan's reasons for leaving their employer

41.7% of the artisan respondents indicated that their reason for leaving was that they received a better opportunity elsewhere. In a labour market with skills shortages this would be expected as organisations are willing to pay a premium to attract the required skills. The second biggest reason for leaving reported by the artisans is that of not receiving enough money. 16.7% of the

respondents fell into this category. It is only possible to leave for "not enough money" if there are organisations out there willing to pay more and there are positions available. This category scores high due to the fact that there are artisan shortages in South Africa.

The rest of Section B of the questionnaire was used to classify the respondents into one of five paths as explained by the Unfolding Model of Voluntary Turnover (Lee et al, 1999). The questions were based on the original survey by Lee et al. (1999) and the modifications made by Morrell et al. (2008). Question 4 evaluated *Script, Image Violation, Search* and *Job Offer*. Question 5, 6 and 7 evaluated *Job Satisfaction*. The results from these questions were used to classify the respondents. Additional variables were added to Question 4 to illicit responses regarding the potential impact of the economic downturn on *Shock, Script* and *Job Offer*.

Respondents that indicated a one or two were assumed to be a "yes" as these categories responded to "strongly agree" and "agree". The respondents were classified according to the logic used in Table 2.1. Some respondents did not follow the logic of one of the five paths. These responses were grouped as unclassifiable. Table 5.1 compares the data reported in this study to the work completed by Lee et al. (1999) and Morrell et al. (2008). This research data was also further categorised into respondents for the entire sample and for respondents that have left their employer within the last year. The reason for this categorisation was to evaluate the potential differences in leavers that left during the current economic downturn and those that have not. The results shown in Table 5.1 show that there is a difference in classification between these two groups. The main difference to be noticed is a decrease in frequency in path 1 and an increase in frequency in path 2.

Table 5.1: Comparison of research data with data published by Lee et al. (1999) and Morrel et al. (2008)

	Lee et al. (1999)	Morrel et al. (2008)	Research Data (Total sample)	Research data (> 1 year)	Research Data (< 1 year)
Population	Accountants	Nurses	Artisans	Artisans	Artisans
Sample size	229	352	63	34	16
Response rate	20%	31%	45%		
Time between leaving and reading survey	30 – 60 months	2 – 14 months	2 – 240 months	13 – 240 months	2 – 12 months
Mean job satisfaction	3.39	2.84	2.35		
SD job satisfaction	0.51	0.7	0.41		
DEMOGRAPHICS					
Age	40	35	38		
Tenure	8.1 years	4.1 years	7.2 years		
Sex	69% male	91% female	96.9% male		
CLASSIFICATION PATH					
1	2.6%	0.6%	14%	17.7%	6.3%
2	3.1%	0	8%	2.9%	18.8%
3	24%	32.7%	40%	38%	43.8%
4a	3.5%	0.3%	6%	5.9%	6.3%
4b	59.4%	43.5%	26%	26.5%	25%
Unclassified	7.4%	23%	6%	8.8%	0

Path 1 classification shifted from 17.7% to 6.3% and path 2 shifted from 2.9% to 18.8%. The reduction in path 1 could indicate that artisans are less likely to leave due to a premeditated script in an economic downturn. The increase in path 2 does support Lee et al. (1999) who postulated that when negative events happen (such as downsizing or a lack of annual bonuses), people my leave via path 2.

The demographics from this study are not noticeably different from the work already published. The average age for this study is 38 years versus 40 and 35. The average tenure for this study is 7.2 years versus 8.1 and 4.1 years. The ratio of male to female in this study, which is 96.9%, is higher than the 69% reported by Lee et al. (1999) and the 9 % reported by Morrell et al. (2008). The assumption of the model is that it is not gender specific and therefore the impact of this is ignored. Potential future study would be to evaluate if there are gender differences in voluntary turnover decisions.

General job satisfaction was also measured in the questionnaire. Respondents were asked to rate their job satisfaction at their previous and current employer. The results for job satisfaction at the previous employer can be seen in Figure 5.7 and results for job satisfaction at the current employer can be seen in Figure 5.8.
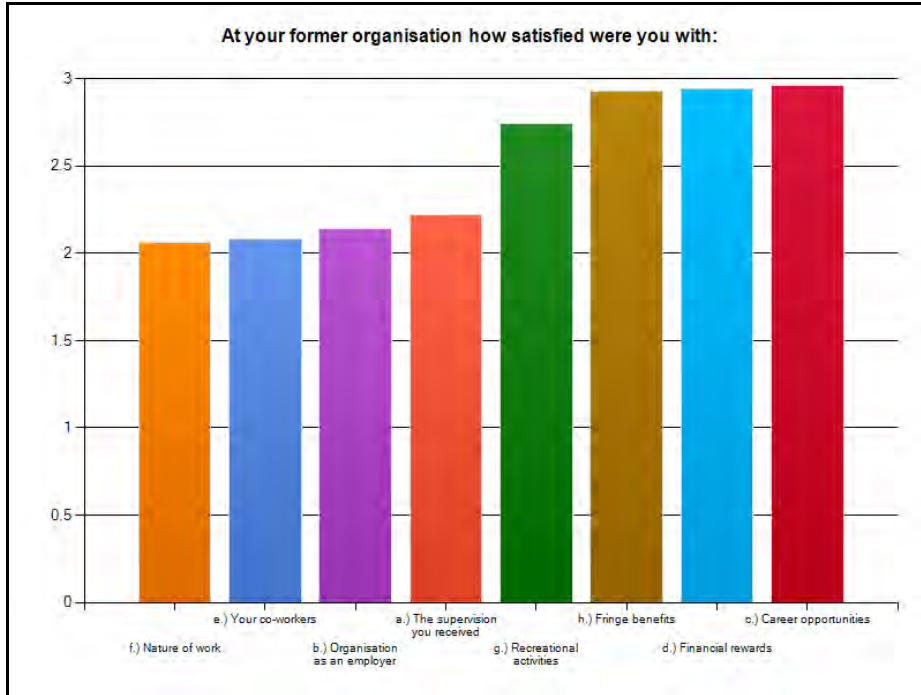
Figure 5.7: Job satisfaction at former employer
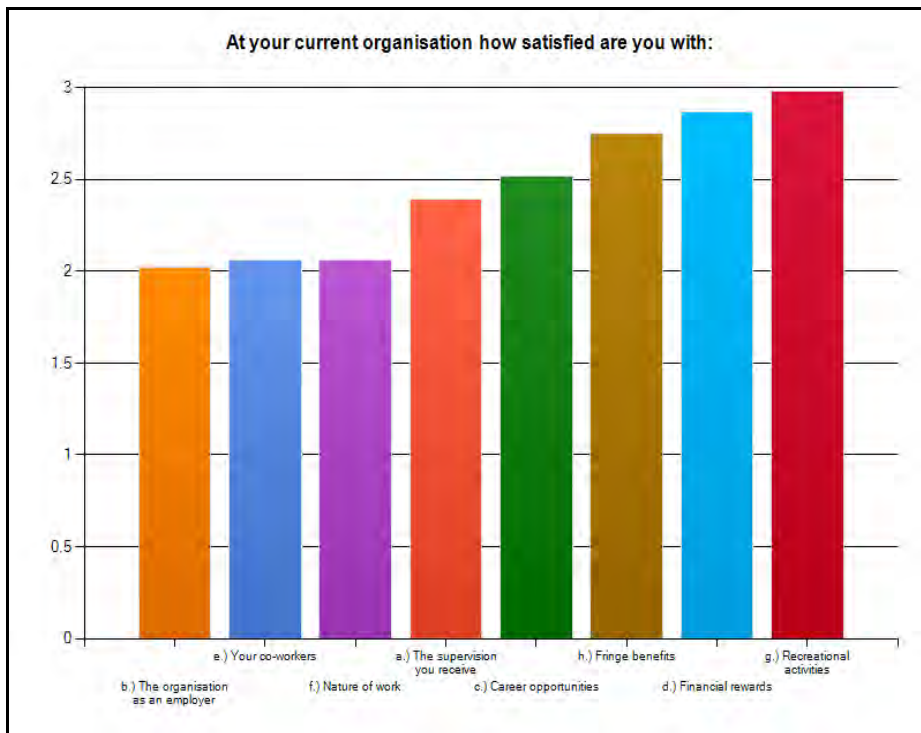
Figure 5.8: Job satisfaction at current employer

There are themes which are consistently less satisfactory. These are financial rewards, fringe benefits, recreational activities and career opportunities. More satisfactory categories are the nature of work, the organisation as an employer and co-workers. In a tight labour market organisations should be aware of the less satisfactory elements as managing these criteria could reduce their turnover rate.

Respondents were asked to evaluate whether they would consider leaving their organisation if the organisation decided to downsize. A second question was also posed to evaluate whether respondents who remained within their organisations after a downsizing would look for job alternatives or not. Respondents were asked to rate these two statements on a five point Likert scale. The results to these statements can be seen in Figure 5.9.
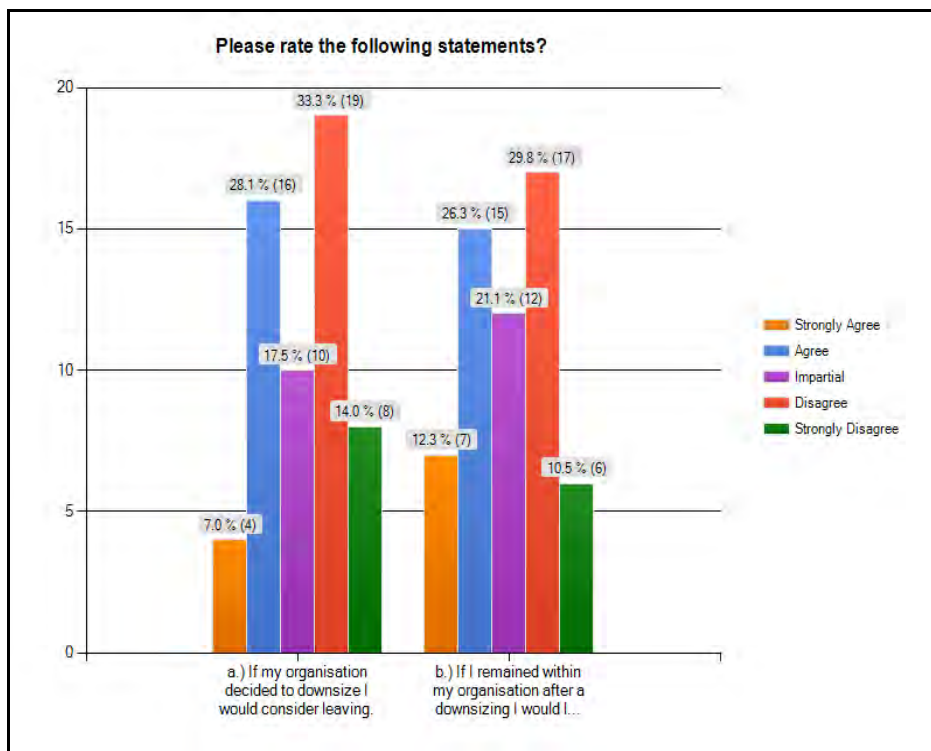
Figure 5.9: Potential leaver response to downsizing

A large proportion of respondents indicated that they would consider leaving their organisation if a downsizing program is initiated. 35.1% agreed that they would consider leaving if their organisation decided to downsize. 17.5% of the respondents were impartial which could mean that they could go either way pending circumstances. This compares to the 47.3% that would not consider leaving. Organisations embarking a downsizing initiative would have to be mindful of the large proportion of employees that would consider leaving. Employees would have to be sufficiently engaged to try and mitigate the potential turnover effects. A similar trend exists for employees that remain behind after a downsizing exercise. 38.6% of respondents agreed that they would look for job alternatives if they remained within their organisation after a downsizing exercise.

5.2.2 Descriptive Results

For question four, five, six and seven the mean and standard deviation was calculated for the entire sample. This data is then categorised into whether respondents' organisations had been exposed to retrenchment or not since December 2007. This data was then analysed to compare equality in means. Significant differences with a *p* value less the 0.05 were noted. The categorisation of respondents exposed to downsizing and those that have not can be seen in Table 5.3.

Table 5.2: Descriptive Statistics			
	N	Mean	Std. Deviation
QUESTION 4 a.)The event that caused me to leave was positive	48	2.21	1.071
b.)The recession would delay my decision to leave should such an event repeat itself now	51	2.86	1.167
c.)I have left a job before for essentially the same reasons as described in question 3	50	3.00	1.278
d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	51	2.92	1.230
e.) I would delay a plan to leave given the current economic downturn	51	2.61	1.234
f.) My values / ethics were compatible with those of my former employer	52	2.21	.871
g.) My personal goals were compatible to those of my former employer	51	2.31	1.029
h.) If I had stayed I would have been able to achieve most of my	51	3.16	1.206

personal goals			
i.) At my former employer my career was progressing as I had expected	52	3.10	1.142
j.) Before I left I had conducted a comprehensive search for another job	50	2.42	1.090
k.) I had at least one definite job offer before I finally left	49	1.90	1.123
l.) In an economic downturn I will not leave without a definite job offer	52	1.75	1.007
m.) I believe that getting a job offer in the economic downturn is possible	52	2.25	1.135
n.) My decision to leave was influenced by a colleague (or colleagues) leaving	54	3.96	1.115
o.) General job availability affected my decision to leave after my first thoughts of leaving	50	3.32	1.186
p.) There are things my employer could have done to prevent me from leaving	54	2.63	1.391
QUESTION 5 a.) The supervision you received	50	2.22	.864
b.) Organisation as an employer	50	2.14	.948
c.) Career opportunities	52	2.96	.989
d.) Financial rewards	52	2.94	1.074
e.) Your co-workers	50	2.08	.778
f.) Nature of work	51	2.06	.835
g.) Recreational activities	53	2.74	1.041
h.) Fringe benefits	54	2.93	1.079
QUESTION 6 a.) The supervision you receive	54	2.39	.920
b.) The organisation as an employer	54	2.02	.879

c.) Career opportunities	52	2.52	1.057
d.) Financial rewards	52	2.87	1.030
e.) Your co-workers	52	2.06	.639
f.) Nature of work	54	2.06	.763
g.) Recreational activities	54	2.98	1.000
h.) Fringe benefits	56	2.75	.919
QUESTION 7 a.) Competitive pressures	51	2.12	.711
b.) Autonomy of work	50	2.30	.678
c.) Pressures at work	53	2.25	.705
d.) Time flexibility	54	2.39	1.089

Table 5.2

Comparing the two groups "Yes" and "No" to the question: Has your organization been through a retrenchment since 2007?

	Has your organization been through a retrenchment since 2007?	N	Mean	Standard Deviation
QUESTION 4 a.)The event that caused me to leave was positive	Yes	10	2.10	.738
	No	38	2.24	1.149
b.)The recession would delay my decision to leave should such an event repeat itself now	Yes	12	2.33	.888
	No	39	3.03	1.203
c.)I have left a job before for essentially the same reasons as described in question 3	Yes	12	2.50	1.243
	No	38	3.16	1.263

d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	Yes	12	3.17	1.403
	No	39	2.85	1.182
e.) I would delay a plan to leave given the current economic downturn	Yes	12	2.17	1.115
	No	39	2.74	1.251
f.) My values / ethics were compatible with those of my former employer	Yes	12	2.50	.798
	No	40	2.13	.883
g.) My personal goals were compatible to those of my former employer	Yes	12	2.17	1.030
	No	39	2.36	1.038
h.) If I had stayed I would have been able to achieve most of my personal goals	Yes	11	3.27	1.272
	No	40	3.13	1.202
i.) At my former employer my career was progressing as I had expected	Yes	12	2.67	1.073
	No	40	3.23	1.143
j.) Before I left I had conducted a comprehensive search for another job	Yes	12	2.75	1.288
	No	38	2.32	1.016
k.) I had at least one definite job offer before I finally left	Yes	10	2.00	1.414
	No	39	1.87	1.056
l.) In an economic downturn I will not leave without a definite job offer	Yes	12	1.83	1.337
	No	40	1.73	.905
m.) I believe that getting a job offer in the economic downturn is possible	Yes	12	2.92	1.084
	No	40	2.05	1.085
n.) My decision to leave was influenced by a colleague (or	Yes	12	3.58	1.311

colleagues) leaving	No	42	4.07	1.045
o.) General job availability affected my decision to leave after my first thoughts of leaving	Yes	12	3.17	1.337
	No	38	3.37	1.149
p.) There are things my employer could have done to prevent me from leaving	Yes	12	3.42	1.379
	No	42	2.40	1.326
QUESTION 5 a.) The supervision you received	Yes	12	1.92	.515
	No	38	2.32	.933
b.) Organisation as an employer	Yes	12	2.00	.853
	No	38	2.18	.982
c.) Career opportunities	Yes	12	2.58	.900
	No	40	3.08	.997
d.) Financial rewards	Yes	12	2.75	1.138
	No	40	3.00	1.062
e.) Your co-workers	Yes	12	2.33	.778
	No	38	2.00	.771
f.) Nature of work	Yes	12	2.17	.835
	No	39	2.03	.843
g.) Recreational activities	Yes	12	2.25	.622
	No	41	2.88	1.100
h.) Fringe benefits	Yes	12	2.58	.900
	No	42	3.02	1.115

QUESTION 6 a.) The supervision you receive	Yes	12	2.25	.622
	No	41	2.44	1.001
b.) The organisation as an employer	Yes	12	1.83	.718
	No	41	2.07	.932
c.) Career opportunities	Yes	12	2.58	.669
	No	39	2.51	1.167
d.) Financial rewards	Yes	12	3.00	.953
	No	39	2.85	1.065
e.) Your co-workers	Yes	12	2.17	.577
	No	39	2.03	.668
f.) Nature of work	Yes	12	2.00	.603
	No	41	2.07	.818
g.) Recreational activities	Yes	12	2.58	.669
	No	41	3.12	1.053
h.) Fringe benefits	Yes	12	2.42	.793
	No	43	2.86	.941
QUESTION 7 a.) Competitive pressures	Yes	12	2.00	.853
	No	39	2.15	.670
b.) Autonomy of work	Yes	12	2.08	.515
	No	38	2.37	.714
c.) Pressures at work	Yes	12	2.00	.603

		No	41	2.32	.722
d.) Time flexibility		Yes	12	1.92	.669
		No	42	2.52	1.153

Table 5.3: Means and standard deviations of the "Yes" and "No" groups

The t-test is a test for the equality of the means. If the P-value is less than 0.05 then the means of the two groups is significantly different at the 5% level of significance. Responses where the means are significantly different is Question 4 m) and p). They have been highlighted in bold and can be seen in Table 5.4. Table 5.4 represents the top 5 smallest p values for each question. The full set of data can be seen in Appendix B.

	t-test for Equality of Means			
	t	df	P-value	Mean Difference
QUESTION 4				
m.) I believe that getting a job offer in the economic downturn is possible	**2.428**	**50**	**.019**	**.867**
p.) There are things my employer could have done to prevent me from leaving	**2.311**	**52**	**.025**	**1.012**

b.)The recession would delay my decision to leave should such an event repeat itself now	-1.840	49	.072	-.692
c.)I have left a job before for essentially the same reasons as described in question 3	-1.578	48	.121	-.658
i.) At my former employer my career was progressing as I had expected	-1.504	50	.139	-.558
QUESTION 5 a.) The supervision you received	-1.409	48	.165	-.399
c.) Career opportunities	-1.530	50	.132	-.492
e.) Your co-workers	1.303	48	.199	.333
g.) Recreational activities	-1.883	51	.065	-.628
h.) Fringe benefits	-1.254	52	.215	-.440
QUESTION 6 a.) The supervision you receive	-.618	51	.540	-.189
b.) The organisation as an employer	-.821	51	.416	-.240
e.) Your co-workers	.658	49	.513	.141
g.) Recreational activities	-1.669	51	.101	-.539
h.) Fringe benefits	-1.491	53	.142	-.444
QUESTION 7 a.) Competitive pressures	-.651	49	.518	-.154
b.) Autonomy of work	-1.279	48	.207	-.285
c.) Pressures at work	-1.383	51	.173	-.317
d.) Time flexibility	-1.736	52	.089	-.607

Table 5.4: Comparison of means

Table 5.4 highlights two significant differences:

m.) I believe that getting a job offer in the economic downturn is possible (p value = 0.019)

p.) There are things my employer could have done to prevent me from leaving (p value = 0.025)

In both cases the "yes" group had a higher mean than the "no" group, meaning that the "no" group are more likely to agree to the statement. The mean for the "yes" group in statement m) is 2.92 compared to 2.05 for the "no" group. This indicates that the group that has experienced downsizing in their organization believes that getting a job offer in an economic downturn is less likely. The mean for the "yes" group in statement p) is 3.42 compared to 2.40 for the "no" group. This indicates that the group that has experienced downsizing in their organization, since the start of the economic downturn, believes that their employer has less influence in retaining them once they decided to leave.

The t-test is based on the assumption of normality, and the data is not really normal (measured on a Likert-type scale). The non-parametric Wilcoxon-Mann Whitney test is more appropriate. The results from this test can be seen in Table 5.5. Table 5.5 represents the top 5 smallest p values for each question. The full set of data can be seen in Appendix B.

	Wilcoxon W	Z	Asymp. Sig. (2-tailed) P-value
QUESTION 4			
m.) I believe that getting a job offer in the economic downturn is possible	**954.000**	**-2.441**	**.015**
p.) There are things my employer could have done to prevent me from leaving	**1049.500**	**-2.304**	**.021**
b.)The recession would delay my decision to leave should such an event repeat itself now	229.500	-1.891	.059
c.)I have left a job before for essentially the same reasons as described in question 3	235.000	-1.664	.096
i.) At my former employer my career was progressing as I had expected	252.500	-1.473	.141
QUESTION 5 a.) The supervision you received	253.000	-1.336	.182
c.) Career opportunities	254.500	-1.442	.149
e.) Your co-workers	912.500	-1.480	.139
g.) Recreational activities	245.000	-1.767	.077
h.) Fringe benefits	273.500	-1.220	.222
QUESTION 6			
b.) The organisation as an employer	295.000	-.659	.510
d.) Financial rewards	996.000	-.417	.676
e.) Your co-workers	988.500	-.642	.521
g.) Recreational activities	241.500	-1.844	.065
h.) Fringe benefits	271.500	-1.402	.161
QUESTION 7 a.) Competitive pressures	278.500	-.890	.373

b.) Autonomy of work	260.500	-1.215	.224
c.) Pressures at work	271.000	-1.304	.192
d.) Time flexibility	262.000	-1.560	.119
b. Grouping Variable: Has your organization been through a retrenchment since 2007?			

Table 5.5

The outcome of the Wilcoxon-Mann Whitney test is the same as for the previous test. The two groups differ significantly with respect to Question 4 m) and p). The p value for m) was 0.015 and the p value for p) was 0.021.

Similar logic is followed to analyse whether there are significant differences in means between the responses to Question 10 by respondents whom have been exposed to downsizing and those that have not. The results for this analysis can be seen in Table 5.6 and Table 5.7. The data was also tested using the Mann-Whitney test for significance. The results for this test can be seen in Table 5.8 and Table 5.9.

Has your organization been through a retrenchment since 2007?		N	Mean	Std. Deviation
a.) If my organisation decided to downsize I would consider leaving.	Yes	12	3.33	1.371
	No	44	3.14	1.173
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	Yes	12	3.58	1.084
	No	44	2.82	1.225

Table 5.6

	t-test for Equality of Means			
	t	df	Sig. (2-tailed) P-value	Mean Difference
a.) If my organisation decided to downsize I would consider leaving.	.497	54	.621	.197
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	1.962	54	.055	.765

Table 5.7

The differences are not significant (although in the case of b) it is "almost" significant (or significant at the 10% level of significance).

The results for the Mann-Whitney test reveal the same conclusion as for the t-test results. The differences for case b) is significant at the 10% confidence level.

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
a.) If my organisation decided to downsize I would consider leaving.	239.000	1229.000	-.516	.606
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	174.000	1164.000	-1.849	.064

Table 5.8: Mann-Whitney Test (Distribution free test for the same variables)

6. CHAPTER 6: Discussion of Results

6.1 Introduction

This chapter discusses the findings presented in Chapter 5 and relates it to the research problem discussed in Chapters 1 and 3 and reviewed in Chapter 2. The hypotheses stated in Chapter 3 are accepted or rejected and the potential outcomes are discussed. Other interesting results that were hypothesised are also discussed.

6.2 Review of the Research Problem

The purpose of this study is to determine the effect an economic downturn has on voluntary turnover in a labour market with a skills shortage. This study is particularly aimed at understanding this effect on the artisan level in the manufacturing industry in South Africa. The research is based on the theoretical model developed by Lee et al. (1999). The Unfolding Model of Voluntary Turnover has been retested by Morrell et al. (2004) to validate the classificatory strength of the model on a sample of nurses operating in a very tight labour market. The model has not been tested in an environment exposed to an economic downturn and therefore the research evaluates the effect of the change in environment on the Unfolding Model. In addition, the South African manufacturing industry has witnessed organisations that have and have not undergone downsizing to survive the economic conditions. These two distinct artisan samples are compared to evaluate potential psychological differences regarding decisions to

leave or remain within an organisation given the backdrop of the economic downturn in South Africa. The research outcomes are discussed below.

The research will:

- Establish what classification characteristics the unfolding model of voluntary turnover displays during an economic downturn.

- Understand if there is a difference in psychological pathway (speed and/or choice), as described by the unfolding model, between organisations that are retrenching and those that are not during an economic downturn.

- Establish whether the economic downturn will delay artisans from resigning without a job offer.

- Establish whether the skills shortage of artisans in South Africa, and impact on turnover, is relevant during an economic downturn.

- Establish whether there is a difference between potential voluntary turnover in organisations that are retrenching versus organisations that are not.

6.3 Classification of data using the Unfolding Model

The major outcome of this research is to classify the artisan responses according to the Unfolding Model of Voluntary Turnover proposed by Lee et al. (1999). The purpose of this is to evaluate if there are any specific trends in voluntary turnover, at the artisan level, in South Africa. Another reason for this piece of work is to validate the classificatory ability of the model as it pertains to a sample of artisans in South Africa. An added variable is the fact that a portion of the sample resigned from their organisation during the current economic downturn. Therefore a further external variable will be tested for its impact on the Unfolding Model. The development and subsequent testing of the model has not been exposed to this external variable. The question is whether the model will hold up or whether another path can be explained due to a high number in the unclassifiable responses.

The classification data presented in Chapter 5 is repeated here and can be seen in Table 6.1. Three different sets of the data is classified according to the five different paths and tabulated against the work completed by Lee et al. (1999) and Morrell et al. (2008). The three different sets of data represent the entire data set, respondents that have left their job more than a year ago and respondents that have left their job less than a year ago. The respondents who have left the job within the last year represent the group that is exposed to leaving during the economic downturn.

Table 6.1: Comparison of research data with data published by Lee et al. (1999) and Morrel et al. (2008)

	Lee et al. (1999)	Morrel et al. (2008)	Research Data (Total sample)	Research data (> 1 year)	Research Data (< 1 year)
Population	Accountants	Nurses	Artisans	Artisans	Artisans
Sample size	229	352	63	34	16
Response rate	20%	31%	45%		
Time between leaving and reading survey	30 – 60 months	2 – 14 months	2 – 240 months	13 – 240 months	2 – 12 months
Mean job satisfaction	3.39	2.84	2.35		
SD job satisfaction	0.51	0.7	0.41		
DEMOGRAPHICS					
Age	40	35	38		
Tenure	8.1 years	4.1 years	7.2 years		
Sex	69% male	91% female	96.9% male		
CLASSIFICATION PATH					
1	2.6%	0.6%	14%	17.7%	6.3%
2	3.1%	0	8%	2.9%	18.8%
3	24%	32.7%	40%	38%	43.8%
4a	3.5%	0.3%	6%	5.9%	6.3%
4b	59.4%	43.5%	26%	26.5%	25%
Unclassified	7.4%	23%	6%	8.8%	0

The classification path section of Table 6.1 depicts the frequency of responses in relation to the unfolding model's five theorised paths. In path 1, a shock triggers the enactment of a pre-existing action plan or script. The person who has experienced the shock leaves without considering his or her current attachment to the organisation and without considering alternatives. Levels of job satisfaction are essentially irrelevant in path 1. Interestingly there is a shift in path 1 if one compares the drop of 17.7% to 6.3% between the group that left their organisation before the economic downturn and the group that left their organisation after the inception of the economic downturn. The decrease in responses for path 1, during an economic downturn, is likely due to artisans delaying a scripted decision to leave. The reason for this could be that job security will feature strongly as a decision variable. Job security will therefore shift above a scripted decision to leave on the decision hierarchy.

In path 2, a shock prompts the person to reconsider his or her organisational attachment because image violations have occurred (Lee et al., 1999). After completing these deliberations, the person leaves without a search for alternatives. From Table 6.1 the shift in path 2, between artisans leaving before versus artisans leaving during the economic downturn, can be seen. There is an increase in frequency, in path 2, for artisan responses that have left their organisation during the economic downturn. The increase from 2.9% to 18.8% can be seen as a significant shift. This shift is discussed in more detail in section 6.4.3.

Most of the respondents for this research data leave via path 3. For the entire data set 40% of respondents left via path 3. In path 3, a shock produces image violations and initiates an evaluation of a person's current job and various alternatives. Leaving in path 3 includes job

search and evaluation. When unemployment is low and jobs are plentiful more people may leave via path 3. This is the case for artisans in South Africa as there is a supply shortage of artisans. This high level of leavers in path 3 is therefore typical of the artisan labour market in South Africa. If one compares the impact of the economic downturn in South Africa on path 3 you see the there is not really a shift. The percentage of artisans leaving via path 3 before the economic downturn compared to during is a slight shift from 38% to 43.8%. This shift is not significant. One would expect to see a decline as there are likely to be less unsolicited offers in an economic downturn. The reason for there not to be a decline could be that there is a significant shortage and that the effect of the economic slowdown has not been able to balance supply and demand for artisans. If you compare the frequency of path 3, for this study, to the work published by Lee et al. (1999) and Morrell et al. (2004) it is higher. Lee et al. (1999) and Morrell et al. (2004) published a value of 24% and 32% respectively for path 3. This difference shows that shocks are driving more artisan turnover in South Africa than the studies published by Lee et al. (1999) and Morrell et al. (2004). The reason for the higher rate of shock on South African artisans has not been elicited and could make for interesting future research.

With path 4, lower levels of job satisfaction are the precipitator for leaving instead of a shock. In path 4a, lower levels of job satisfaction become so salient that people leave without considering alternatives. In path 4b these lower levels of job satisfaction explicitly lead to job search and evaluation of alternatives. In this study 6% of the respondents reported to leave via path 4a and 26% reported to leave via path 4b. This does indicate that there is an opportunity for South African organisations to improve their artisan job satisfaction in order to retain them.

When these values are compared to the classification data published by Lee et al. (1999) and Morrell et al. (2004) some differences are noted. As can be seen in Table 6.1 Lee et al. (1999) and Morrell et al. (2004) published values for path 4a of 3.5% and 0.3% respectively. This is lower than the 6% reported by this study. The difference could be due to artisans in South Africa being more bullish regarding leaving without a job offer. This could be due to labour market dynamics in South Africa where finding a job for an artisan, given the shortages, is less risky. Artisans in South Africa are therefore more willing to leave, due to job dissatisfaction, without a definite job offer as compared to the data published by Lee et al. (1999) and Morrell et al. (2004). The 26% reported by this study for path 4b is lower than the values published by Lee et al. (1999) and Morrell et al. (2004). They reported values of 59.4% and 43.5% respectively. This shows that artisans sampled in this study are more satisfied with their work environment than the accountants and nurses sampled by Lee et al. (1999) and Morrell et al. (2004) respectively. A derivable conclusion is that South African organisations are more concerned with good levels of job satisfaction in order to retain their artisans than the groups in the previous studies. This could be to higher shortages in South Africa and the associated need to retain artisans.

Path 4a and 4b shows no real difference between the two artisan groups that have left before and during the economic downturn. The values for path 4a show a slight change from 5.9% to 6.3% and for path 4b from 26.5% to 25%. These differences are negligible and one can deduce that the economic downturn has had no effect on people leaving via path 4a and 4b.

The Unfolding Model of Voluntary Turnover is a useful tool to profile retrospective voluntary turnover in a particular environment. Conclusions can be made given certain profiles and therefore managers will be able to become more astute regarding internal and external impacts on voluntary turnover. A retrospective view is potentially not as powerful as a predictive model, but the insight is none the less very valuable to managers.

6.4 Research Hypothesis

6.4.1 Research Hypothesis 1

An economic downturn could delay a decision to leave an organisation as described by the unfolding model.

> *Hypothesis 1a: The duration between a decision to leave, due to a "shock", and actual quitting will be more delayed in a sample experiencing downsizing versus a sample that is not experiencing downsizing in an economic downturn.*

The statement used to test Hypothesis 1a is Question 4b of Section B in the survey. The statement is rated on a 5 point Likert scale. The question reads: "The current recession in South Africa would delay my decision to leave should such a particular event repeat itself now." The event referred to is if the respondent answered "yes" to experiencing a shock that caused him to leave. The number of respondents, means and standard deviations can be seen for the two samples in Table 6.2.

	N	Mean	Standard Deviation
Sample has experienced downsizing	12	2.33	0.888
Sample has not experienced downsizing	40	3.03	1.203

Table 6.2

The two samples did not show a significant difference in means at the 95% confidence level. The non-parametric comparative test yields a p value of 0.059 as can be seen in Table 6.3. Therefore Hypothesis 1a is rejected at the 95% confidence level. The implications of this is that artisans that have experienced downsizing, compared to artisans that have not in South Africa are likely to display similar delays before leaving after experiencing a shock in an economic downturn. With a p value of 0.059 the hypothesis is corroborated at a 90% confidence level. At this confidence level the corollary of the latter logic will apply. Thus artisans experiencing downsizing will delay a decision to leave after experiencing a shock in an economic downturn as compared to artisans that are not.

	Wilcoxon W	Z	Asymp. Sig. (2-tailed) P-value
b.)The recession would delay my decision to leave should such an event repeat itself now	229.500	-1.891	.059

Table 6.3

The implication of this finding is that survivors are more likely to delay a decision to leave after a shock at a 90% confidence level. Thus, post a downsizing exercise managers will have more time to implement retention methods.

Hypothesis 1b is tested using the statement in Question 4e of Section B in the survey. The statement is rated on a 5 point Likert scale. The question reads: "I would delay a plan to leave given the current economic downturn." The number of respondents, means and standard deviations can be seen for the two samples in Table 6.4.

Hypothesis 1b: The duration between a decision to leave, due to a "script", and actual quitting will be more delayed in a sample experiencing downsizing versus a sample that are not experiencing downsizing in an economic downturn.

	N	Mean	Standard Deviation
Sample has experienced downsizing	12	2.17	1.115
Sample has not experienced downsizing	40	2.74	1.251

Table 6.4

The mean for the sample that has experienced downsizing is lower than the mean for the sample that has not experienced downsizing. This says that the sample experiencing downsizing is more likely to delay a plan to leave in an economic downturn if the means are significantly different. The p value for this test for equality of means is 0.163 and can be seen in Table 6.5.

	Wilcoxon W	Z	Asymp. Sig. (2-tailed) P-value
e.) I would delay a plan to leave given the current economic downturn	251.000	-1.397	.163

Table 6.5

The means are therefore not significantly different at a 95% confidence level. Hypothesis 1b is therefore rejected at the 95% confidence level. The implication of rejecting the hypothesis means that an artisan experiencing downsizing and an artisan not experiencing downsizing are likely to display the same delay characteristics in planning to leave an organisation in an economic downturn. Managers would have manage the retention of these two groups, in relation to a plan to leave, similarly in an economic downturn.

6.4.2 Research Hypothesis 2

Downsizing is likely to be experienced as a "shock" to employees, jarring them toward deliberate judgments about their job and deciding whether to stay or to leave the organisation (Lee and Mitchell, 1994). With the introduction of downsizing (shock), does an economic downturn buffer that shock.

> *Hypothesis 2a: The effect of downsizing does not trigger a decision to quit in an economic downturn.*

To test this hypothesis a frequency of responses is plotted. Figure 6.1 indicates responses to Question 10a and b of Section B of the survey. The responses to Question 10a show that 31%
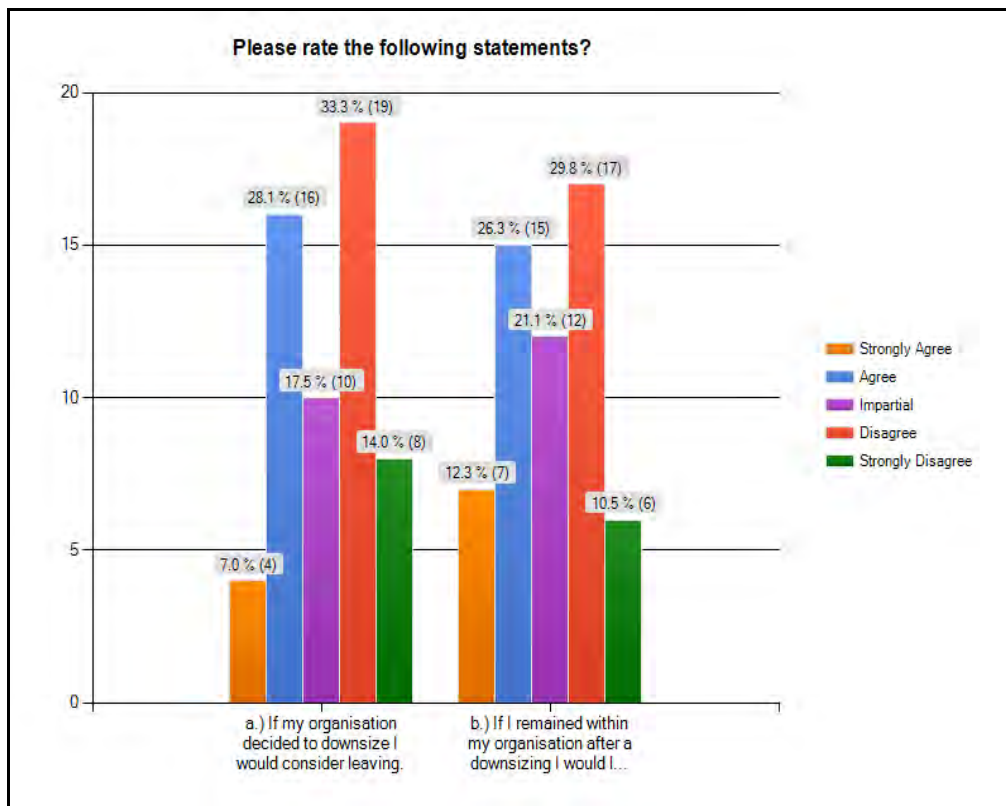
Figure 6.1

of the respondents would consider leaving if their organisation decided to downsize. 47.3% indicated that they would consider leaving their organisation if they decided to downsize. This data is however not conclusive to reject Hypothesis 2a. It is however important to note that if a third of artisans would consider leaving an organisation planning to downsize then specific retention plans would be required.

Hypothesis 2b: Survivors of a downsizing are less likely to quit their organisation than artisans that have not experienced downsizing during an economic downturn.

Hypothesis 2b is tested using the statement in Question 10b of Section B in the survey. The statement is rated on a 5 point Likert scale. The statement reads: "If I remained within my organisation after a downsizing I would look for job alternatives." The number of respondents, means and standard deviations can be seen for the two samples in Table 6.6.

	Has your organization been through a retrenchment since 2007?	N	Mean	Std. Deviation
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	Yes	12	3.58	1.084
	No	44	2.82	1.225

Table 6.6

	t-test for Equality of Means			
	t	df	Sig. (2-tailed) P-value	Mean Difference
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	1.962	54	.055	.765

Table 6.7

The hypothesis is rejected as p is greater than 0.05. With a p value of 0.055 the hypothesis is rejected at a 95% confidence level.

Hypothesis 2b can be corroborated at a 90% confidence level due to the p value being less than 0.1. At the 90% confidence level a conclusion can be made that survivors will be less likely to quit their organisation as compared to artisans that have not been exposed to downsizing.

6.4.3 Research Hypothesis 3

When negative events happen (such as downsizing or lack of annual bonuses) people may leave via path 2 (Lee et al., 1999). Here a comparison of artisans leaving an organisation during an economic downturn, a negative event, and artisans leaving prior to an economic downturn should highlight this difference. The expectation is that there will be a shift in classification of artisan leavers as described by the unfolding model.

> *Hypothesis 3: Path 2 will be positively related to artisans experiencing an economic downturn.*

The classification data in Table 6.1 highlight that there is a frequency shift in path 2 between artisans that left their organisation before and during an economic downturn. The frequency for path 2 shifted from 2.9% to 18.8%. This does indicate a significant shift and therefore the conclusion is that path 2 is positively related to artisans leaving their organisations during an economic downturn. Hypothesis 3 is therefore not rejected.

The implication of this is that leavers experience image violation due to the economic downturn. Examples of this could be that individual goals are stifled or individual values are breached. Individuals therefore leave without a definite job offer or evaluation of alternatives.

6.4.4 Research Hypothesis 4

Survivors of organisational downsizing could perceive the external job offers or opportunities in the labour market to be lower than people that have not experienced retrenchment in their organisations in an economic downturn. A comparison of job opportunity perceived by a sample experiencing downsizing and a sample not experiencing downsizing will test this hypothesis.

Hypothesis 4: Survivors of organisational downsizing will perceive reduced external job offers in an economic downturn.

To test this hypothesis, means of the two samples were tested for equality. Question 4m) of Section B, of the survey, was rated on a 5 point Likert scale. The statement read: "I believe that getting a job offer in the economic downturn is possible." Table 6.8 shows the group size, mean and standard deviation for the two groups.

	N	Mean	Standard Deviation
Sample has experienced downsizing	12	2.92	1.084
Sample has not experienced downsizing	40	2.05	1.085

Table 6.8

The non-parametric test yielded a p value of 0.015 as can be seen in Table 6.9. With a p value less than 0.05 it shows there is a significant difference between the means for the two samples at a 95% confidence level. With this p value the hypothesis is not rejected. It can therefore be concluded that artisans that are survivors of downsizing believe that soliciting an external job offer is less likely than artisans that have not experienced downsizing. This allows managers of survivors a window of opportunity to rebuild trust in organisation commitment.

	Wilcoxon W	Z	Asymp. Sig. (2-tailed) P-value
m.) I believe that getting a job offer in the economic downturn is possible	954.000	-2.441	.015

Table 6.9

7. CHAPTER 7: Conclusion

7.1 Introduction

This chapter summarises the research findings and presents recommendations for those interested in understanding the potential impact of an economic downturn on voluntary turnover of skilled workers. By understanding this impact, managers can adapt their type of engagement to control labour turnover within their organisation. This is particularly important in a labour market such a South Africa's with a skills shortage.

7.2 Main Findings

The results discussed in Chapter 6 form the framework for the main findings presented in this research report. The findings stem out of classifying artisan voluntary turnover in South Africa. This classification is based on the unfolding model of voluntary turnover developed by Lee and Mitchell (1994). The model allows for a retrospective look at reasons for voluntary turnover. By establishing a certain classification profile managers are better suited to understand context and effect on voluntary turnover. With this knowledge managers should be able to manage voluntary turnover more effectively within their organisations.

The economic downturn is an external variable and is studied in this research to try and understand the effect thereof on voluntary turnover of artisans in South Africa. This effect is

highly topical as the economic downturn is changing the rules of the game. This classification profile is compared to that of Lee et al. (1999) on accountants and Morrell et al. (2008) on nurses. This comparison should highlight the effect of the economic downturn on voluntary turnover on artisans in South Africa.

An additional variable is added to this research to try and understand what differences exist in responses of artisan survivors as compared to artisans that have not experienced organisational downsizing. Knowledge of these differences or similarities should also empower managers to control voluntary turnover more effectively.

7.2.1 Finding 1

An interesting finding of this research is differences in classification of artisan leavers during the current economic downturn. The shift in classification of the unfolding model is compared to similar work published by Lee et al. (1999) and Morrell et al. (2008). It is also compared to artisan leavers, in South Africa, prior to the economic downturn. Three interesting points are reported. Firstly there is a shift in frequency in path 1. In path 1, a shock triggers the enactment of a pre-existing action plan or script. The person who has experienced the shock leaves without considering his or her current attachment to the organisation and without considering alternatives. Levels of job satisfaction are essentially irrelevant in path 1. There is a reduction in responses in path 1 for the artisan leavers during the economic downturn as compared to before the economic downturn. This suggests that artisans experiencing a shock, which triggers

a script to leave, will delay such a decision to leave. Secondly there is an increase in frequency for leavers to leave via path 2. This indicates that artisan leavers experience image violation due to the economic downturn. Examples of this could be that individual goals are stifled or individual values are breached. Individuals therefore leave without a definite job offer or evaluation of alternatives. This does corroborate the literature of Lee et al. (1999) who states that negative events (such as downsizing or lack of annual bonuses) could cause people to leave via path 2.

Thirdly the classification profile of artisans in South Africa highlight that they mainly left due to shocks as compared to leaving due to job satisfaction issues. The previous studies by Lee et al. (1999) and Morrell et al. (2008) had a higher ratio leaving due to job dissatisfaction. It would be beneficial to understand the nature of these shocks in South Africa to try and reduce them therefore managing voluntary turnover more effectively.

7.2.2 Finding 2

Artisans experiencing downsizing will make a decision to leave their organisation similarly to artisans that are not experiencing downsizing after a shock occurs. At the 90% confidence level however artisans experiencing downsizing are more likely to delay a decision to leave their organisation as compared to artisans that are not experiencing downsizing. The effect of this is that managers in an organisation that is experiencing downsizing have more time to prevent

voluntary turnover after a specific shock as compared to managers in an organisation that is not downsizing.

7.2.3 Finding 3

Artisans not experiencing downsizing are likely to display the same delay characteristics in planning to leave an organisation in an economic downturn as artisans that are experiencing downsizing. Managers would have manage the retention of these two groups, in relation to a plan to leave, similarly in an economic downturn.

7.2.4 Finding 4

An outcome of this research is to determine if survivors are less likely to quit their organisations during an economic downturn compared to artisans that are not experiencing downsizing. The finding is not conclusive that there is a difference at a 95% confidence level. At the 90% confidence level it can however be concluded that survivors are less likely to quit. A limited understanding of survivors' longer-term behavioural responses, particularly in terms of survivors' willingness to remain with a firm subsequent to a downsizing is known (Spreitzer and Mishra, 2002). At the 90% confidence level the short term reactions of survivors display attachment to their organisation. This could be due to fear of job security and once this fear is

overcome the attachment could reduce. Thus the longer term reactions of survivors' attachment to the organisation are uncertain. This could form a basis for future research.

7.2.5 Finding 5

Peer reviewed literature describe a reduction in organisational attachment due to downsizing. Organisational downsizing, whether or not one's job security is threatened, deeply affects the attachment survivors feel toward the organisation (Brockner, Grover, O'Malley, Reed and Glynn, 1993). Loyalty toward the organisation is often the victim of downsizing (Petzall, Parker and Stoeberl, 2000).

An interesting finding of this research is that survivors in an economic downturn will perceive reduced external job opportunity as compared to artisans that are not experiencing downsizing. The impact of this is that managers in an organisation experiencing downsizing will have a window of opportunity to rebuilt trust and organisational commitment with their employees. This opportunity is important to act upon in order to manage a longer term recommitment to the organisation post a downsizing.

7.3 Recommendations to Managers

The unfolding model enhances understanding and prediction of turnover in organisations. The empirical tests of the unfolding model inform judgements about why and how people leave (Lee et al., 1999). Among artisans, for instance, more people reported leaving because of a shocking event than because of lower levels of satisfaction. Although managers might not be able to control many of the external shocks employees sustain, it may be advisable for organisations to develop systems that allow quick responses to shocks. Managers should be aware of the five paths of the Unfolding Model. This allows managers to adapt to potential speed and choice of the relevant path. With this understanding managers will be able to implement preventative measures to voluntary turnover within their organisation.

In some contexts, it may be difficult to intervene to prevent turnover. Where alternative opportunities are plentiful it may only take a short time for employees to find alternative opportunities. Managers may not have the time to respond to dissatisfaction and retain an employee. It is important for managers to understand the sources of shock in the organisation so that they can intervene and potentially prevent shock from occurring in the first place.

Survivors of a downsizing are likely to delay a decision to leave due to a reduced perception of job opportunity. This allows managers more time to rebuild satisfaction and minimize potential voluntary turnover in the medium to long term.

The key take out is for managers to have a good understanding of the push and pull factors influencing voluntary turnover in their organisations. Knowledge of the unfolding model will

help shape this awareness and if managers are tuned in to the specific context they will be able to manage voluntary turnover much more effectively than a manager that do not posses this knowledge.

7.4 Recommendations for Future Research

Exciting future research could be to explore what organisations can do to retain artisans. Some of the data extracted by this research report show that organisations could have done something to prevent their artisans from leaving. This work could shape a specific retention model for artisans. There is however cost attached to implementing and executing a perfect retention model. It will be important to try and understand the trade-offs a manager would face in trying to manage retention and continuity versus turnover. A certain amount of turnover is good and this would have to be factored in to a dynamic retention model.

The unfolding model is a retrospective look at voluntary turnover decisions. Future work could look at theorising a predictive model for voluntary turnover. The unfolding model is also not able to classify all cases of voluntary turnover. Further theorising to classify these responses is required for the model to be a complete generalisation of voluntary turnover.

Further study could be to correlate the nature of "shock" and time to leave. This could support management with possible prevention tools. Once a shock has occurred managers could then

implement various response mechanisms to buffer the effect of the shock and reduce the potential level of voluntary turnover.

Potential future study would be to evaluate if there are gender or cultural differences in voluntary turnover decisions. In diverse cultures, such as South Africa's, this knowledge will empower managers to make appropriate decisions in managing voluntary turnover.

This research highlight the fact that there is a higher shock to job satisfaction ratio amongst artisans in South Africa than the accountants and nurses studied by Lee et al. (1999) and Morrell et al. (2004). The reason for a higher rate of shock in South Africa compared to the study completed by Lee et al. (1999) on American accountants and Morrell et al. (2004) on nurses in England would be very interesting. Outcomes from this research could allow South African managers to reduce potential shock in their organisations.

7.5 Conclusion

This research publishes an artisan voluntary turnover classification profile for the South African manufacturing industry. The classification profile is based on the unfolding model of voluntary turnover first published by Lee and Mitchell, (1994). Extant tests were published by Lee et al.(1999) on accountants in the United States and Morrell et al. (2008) on nurses in the United Kingdom. Differences in voluntary turnover profile exist between their findings and this research. These findings are discussed with reference to certain differences in environmental and labour market conditions. The impact of the economic downturn on the artisan profile yields a shift in voluntary turnover psychology. Path 1 and path 2 of the unfolding model show clear differences in frequency between artisans leaving their organisation before the economic downturn and during the economic downturn. This difference highlights opportunities for managers to adopt different approaches to managing voluntary turnover during changing external conditions.

Voluntary turnover characteristics of artisan survivors, of organisational downsizing, display differences to artisans that have not experienced downsizing. This further highlights the fact that managers have to adapt to certain conditions.

Managers should be aware of internal and external factors that shape voluntary turnover decision making. A knowledge base of the unfolding model and how external and internal factors shape the model will allow managers to be proactive in managing their turnover. Effective management of turnover reduces impact of increased cost and a potential decrease in

performance of organisations. A core take-out is that voluntary turnover is dynamic and therefore approaches to managing voluntary turnover should be dynamic as well.

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9. APPENDIXES

Appendix A – Research Questionnaire

1. SECTION A:

1. Name?

[   ]

2. Age?

[   ]

3. Sex?

◯ M

◯ F

4. What is the highest education qualification you have obtained?

[   ]

5. What industry does your current employer operate in?

☐ Fast Moving Consumer Goods

☐ Beverage

☐ Mining

☐ Automotive

☐ Agriculture

☐ Chemical

Other (please specify)

[   ]

6. How long have you been working for your current employer?

[   ]

7. Current position held?

[   ]

8. Has your organisation, or department, been through a retrenchment exercise since December 2007

◯ Yes

◯ No

9. What industry does your previous employer operate in?

☐ Fast Moving Consumer Goods

☐ Beverage

☐ Mining

☐ Automotive

☐ Agriculture

☐ Chemical

Other (please specify)

[   ]

10. How long did you work for your previous employer?

[   ]

11. Have you ever been retrenched?

○ Yes

○ No

2. SECTION B:

1. Was there a single particular event that caused you to think about leaving your previous employer?

◯ Yes

◯ No

2. If you answered "yes" to Question 1:

	Very expected	Expected		Not expected	Not expected at all
To what extent was the event expected or unexpected?	◯	◯	◯	◯	◯

3. What was the event that caused you to decide to leave?

◯ Received a better opportunity elsewhere

◯ Disagreement with leadership

◯ Career change

◯ Relocation

◯ Not enough money

◯ Poor benefits

◯ Dismissal

Other (please specify)

[   ]

4. Please rate the following statements?

	Strongly Agree	Agree	Impartial	Disagree	Strongly Disagree
a.)The event that caused me to leave was positive	◯	◯	◯	◯	◯
b.)The current recession in South Africa would delay my decision to leave should such a particular event repeat itself now	◯	◯	◯	◯	◯
c.)I have left a job before for essentially the same reasons as described in question 3	◯	◯	◯	◯	◯
d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	◯	◯	◯	◯	◯
e.) I would delay a plan to leave given the current economic downturn	◯	◯	◯	◯	◯
f.) My values / ethics were compatible with those of my former employer	◯	◯	◯	◯	◯
g.) My personal goals were compatible to those of my former employer	◯	◯	◯	◯	◯
h.) If I had stayed I would have been able to achieve most of my personal goals	◯	◯	◯	◯	◯
i.) At my former employer my career was progressing as I had expected	◯	◯	◯	◯	◯
j.) Before I left I had conducted a comprehensive search for another job	◯	◯	◯	◯	◯
k.) I had at least one definite job offer before I finally left	◯	◯	◯	◯	◯
l.) In an economic downturn I will not leave without a definite job offer	◯	◯	◯	◯	◯
m.) I believe that getting a job offer in the economic downturn is possible	◯	◯	◯	◯	◯
n.) My decision to leave was influenced	◯	◯	◯	◯	◯

by a colleague (or colleagues) leaving

o.) General job availability affected my decision to leave after my first thoughts of leaving ○ ○ ○ ○ ○

p.) There are things my employer could have done to prevent me from leaving ○ ○ ○ ○ ○

5. At your former organisation how satisfied were you with:

	Very Satisfied	Satisfied	Impartial	Dissatisfied	Very Dissatisfied
a.) The supervision you received	○	○	○	○	○
b.) Organisation as an employer	○	○	○	○	○
c.) Career opportunities	○	○	○	○	○
d.) Financial rewards	○	○	○	○	○
e.) Your co-workers	○	○	○	○	○
f.) Nature of work	○	○	○	○	○
g.) Recreational activities	○	○	○	○	○
h.) Fringe benefits	○	○	○	○	○

6. At your current organisation how satisfied are you with:

	Very Satisfied	Satisfied	Impartial	Dissatisfied	Very Dissatisfied
a.) The supervision you receive	○	○	○	○	○
b.) The organisation as an employer	○	○	○	○	○
c.) Career opportunities	○	○	○	○	○
d.) Financial rewards	○	○	○	○	○
e.) Your co-workers	○	○	○	○	○
f.) Nature of work	○	○	○	○	○
g.) Recreational activities	○	○	○	○	○
h.) Fringe benefits	○	○	○	○	○

7. At your former organisation how satisfied were you with the work environment related to:

	Very Satisfied	Satisfied	Impartial	Dissatisfied	Very Dissatisfied
a.) Competitive pressures	○	○	○	○	○
b.) Autonomy of work	○	○	○	○	○
c.) Pressures at work	○	○	○	○	○
d.) Time flexibility	○	○	○	○	○

8. After your fist thoughts of leaving how long did it take you to make the final decision to leave? (Answer in number of DAYS please)

9. After you made the final decision to leave, how long did you stay on the job before you actually resigned? (Answer in DAYS)

10. Please rate the following statements?

	Strongly Agree	Agree	Impartial	Disagree	Strongly Disagree
a.) If my organisation decided to downsize I would consider leaving.	◯	◯	◯	◯	◯
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	◯	◯	◯	◯	◯

Appendix B – Research Statistical Data

FREQUENCY TABLES AND DESCRIPTIVE STATISTICS PER QUESTION

Frequency Table

Sex

	Frequency	Percent
Male	61	96.8
Female	2	3.2
Total	63	100.0

Has your organization been through a retrenchment since 2007?

	Frequency	Percent
Yes	12	19.7
No	49	80.3
Total	61	100.0
Missing	2	
Total	63	

Have you ever been retrenched?

		Frequency	Percent
	Yes	10	16.1
	No	52	83.9
	Total	62	100.0
Missing		1	
	Total	63	

Was there a single particular event that caused you to think about leaving your previous employer?

		Frequency	Percent
	Yes	38	69.1
	No	17	30.9
	Total	55	100.0
Missing		8	
	Total	63	

What was the event that caused you to decide to leave?

		Frequency	Percent
	Received a better opportunity elsewhere	1	2.6
	Disagreement with leadership	19	50.0
	Career change	3	7.9
	Relocation	9	23.7
	Not enough money	6	15.8
	Total	38	100.0
Missing		25	
	Total	63	

a.)The event that caused me to leave was positive

		Frequency	Percent
	Strongly agree	11	22.9
	Agree	25	52.1
	Impartial	6	12.5
	Disagree	3	6.3
	Strongly disagree	3	6.3
	Total	48	100.0
Missing		15	
	Total	63	

b.)The recession would delay my decision to leave should such an event repeat itself now

		Frequency	Percent
	Strongly agree	7	13.7
	Agree	14	27.5
	Impartial	12	23.5
	Disagree	15	29.4
	Strongly disagree	3	5.9
	Total	51	100.0
Missing		12	
	Total	63	

c.)I have left a job before for essentially the same reasons as described in question 3

		Frequency	Percent
	Strongly agree	5	10.0
	Agree	17	34.0
	Impartial	9	18.0
	Disagree	11	22.0
	Strongly disagree	8	16.0

		Frequency	Percent
	Total	50	100.0
Missing		13	
	Total	63	

d.)At the time I left my job I had already determined that I would leave if a certain event were to occur

		Frequency	Percent
	Strongly agree	6	11.8
	Agree	17	33.3
	Impartial	8	15.7
	Disagree	15	29.4
	Strongly disagree	5	9.8
	Total	51	100.0
Missing		12	
	Total	63	

e.) I would delay a plan to leave given the current economic downturn

	Frequency	Percent
Strongly agree	11	21.6
Agree	16	31.4
Impartial	9	17.6
Disagree	12	23.5
Strongly disagree	3	5.9
Total	51	100.0
Missing	12	
Total	63	

f.) My values / ethics were compatible with those of my former employer

	Frequency	Percent
Strongly agree	7	13.5
Agree	33	63.5
Impartial	8	15.4
Disagree	2	3.8
Strongly disagree	2	3.8

		Frequency	Percent
	Total	52	100.0
Missing		11	
	Total	63	

g.) My personal goals were compatible to those of my former employer

		Frequency	Percent
	Strongly agree	10	19.6
	Agree	24	47.1
	Impartial	10	19.6
	Disagree	5	9.8
	Strongly disagree	2	3.9
	Total	51	100.0
Missing		12	
	Total	63	

h.) If I had stayed I would have been able to achieve most of my personal goals

		Frequency	Percent
	Strongly agree	4	7.8
	Agree	15	29.4
	Impartial	7	13.7
	Disagree	19	37.3
	Strongly disagree	6	11.8
	Total	51	100.0
Missing		12	
	Total	63	

i.) At my former employer my career was progressing as I had expected

		Frequency	Percent
	Strongly agree	3	5.8
	Agree	16	30.8
	Impartial	12	23.1
	Disagree	15	28.8
	Strongly disagree	6	11.5

		Frequency	Percent
	Total	52	100.0
Missing		11	
	Total	63	

j.) Before I left I had conducted a comprehensive search for another job

		Frequency	Percent
	Strongly agree	9	18.0
	Agree	24	48.0
	Impartial	5	10.0
	Disagree	11	22.0
	Strongly disagree	1	2.0
	Total	50	100.0
Missing		13	
	Total	63	

k.) I had at least one definite job offer before I finally left

		Frequency	Percent
	Strongly agree	22	44.9
	Agree	18	36.7
	Impartial	4	8.2
	Disagree	2	4.1
	Strongly disagree	3	6.1
	Total	49	100.0
Missing		14	
	Total	63	

l.) In an economic downturn I will not leave without a definite job offer

	Frequency	Percent
Strongly agree	27	51.9
Agree	17	32.7
Impartial	3	5.8
Disagree	4	7.7
Strongly disagree	1	1.9
Total	52	100.0

		Frequency	Percent
Missing		11	
	Total	63	

m.) I believe that getting a job offer in the economic downturn is possible

		Frequency	Percent
	Strongly agree	14	26.9
	Agree	23	44.2
	Impartial	5	9.6
	Disagree	8	15.4
	Strongly disagree	2	3.8
	Total	52	100.0
Missing		11	
	Total	63	

n.) My decision to leave was influenced by a colleague (or colleagues) leaving

		Frequency	Percent
	Strongly agree	3	5.6
	Agree	4	7.4
	Impartial	4	7.4
	Disagree	24	44.4
	Strongly disagree	19	35.2
	Total	54	100.0
Missing		9	
	Total	63	

o.) General job availability affected my decision to leave after my first thoughts of leaving

	Frequency	Percent
Strongly agree	3	6.0
Agree	11	22.0
Impartial	12	24.0
Disagree	15	30.0
Strongly disagree	9	18.0

		Frequency	Percent
	Total	50	100.0
Missing		13	
	Total	63	

p.) There are things my employer could have done to prevent me from leaving

		Frequency	Percent
	Strongly agree	11	20.4
	Agree	23	42.6
	Impartial	4	7.4
	Disagree	7	13.0
	Strongly disagree	9	16.7
	Total	54	100.0
Missing		9	
	Total	63	

a.) The supervision you received

		Frequency	Percent
	Very satisfied	8	16.0
	Satisfied	28	56.0
	Impartial	10	20.0
	Dissatisfied	3	6.0
	Very dissatisfied	1	2.0
	Total	50	100.0
Missing		13	
	Total	63	

b.) Organisation as an employer

		Frequency	Percent
	Very satisfied	11	22.0
	Satisfied	27	54.0
	Impartial	8	16.0
	Dissatisfied	2	4.0
	Very dissatisfied	2	4.0
	Total	50	100.0

		Frequency	
Missing		13	
	Total	63	

c.) Career opportunities

		Frequency	Percent
	Very satisfied	2	3.8
	Satisfied	17	32.7
	Impartial	17	32.7
	Dissatisfied	13	25.0
	Very dissatisfied	3	5.8
	Total	52	100.0
Missing		11	
	Total	63	

d.) Financial rewards

		Frequency	Percent
	Very satisfied	3	5.8
	Satisfied	18	34.6

		Frequency	Percent
	Impartial	14	26.9
	Dissatisfied	13	25.0
	Very dissatisfied	4	7.7
	Total	52	100.0
Missing		11	
	Total	63	

e.) Your co-workers

		Frequency	Percent
	Very satisfied	9	18.0
	Satisfied	31	62.0
	Impartial	8	16.0
	Dissatisfied	1	2.0
	Very dissatisfied	1	2.0
	Total	50	100.0
Missing		13	
	Total	63	

f.) Nature of work

		Frequency	Percent
	Very satisfied	9	17.6
	Satisfied	35	68.6
	Impartial	4	7.8
	Dissatisfied	1	2.0
	Very dissatisfied	2	3.9
	Total	51	100.0
Missing		12	
	Total	63	

g.) Recreational activities

		Frequency	Percent
	Very satisfied	4	7.5
	Satisfied	22	41.5
	Impartial	14	26.4
	Dissatisfied	10	18.9
	Very dissatisfied	3	5.7
	Total	53	100.0

		Frequency	
Missing		10	
	Total	63	

h.) Fringe benefits

		Frequency	Percent
	Very satisfied	4	7.4
	Satisfied	17	31.5
	Impartial	16	29.6
	Dissatisfied	13	24.1
	Very dissatisfied	4	7.4
	Total	54	100.0
Missing		9	
	Total	63	

a.) The supervision you receive

		Frequency	Percent
	Very satisfied	7	13.0
	Satisfied	27	50.0

		Frequency	Percent
	Impartial	13	24.1
	Dissatisfied	6	11.1
	Very dissatisfied	1	1.9
	Total	54	100.0
Missing		9	
	Total	63	

b.) The organisation as an employer

		Frequency	Percent
	Very satisfied	16	29.6
	Satisfied	25	46.3
	Impartial	9	16.7
	Dissatisfied	4	7.4
	Total	54	100.0
Missing		9	
	Total	63	

c.) Career opportunities

	Frequency	Percent
Very satisfied	10	19.2
Satisfied	15	28.8
Impartial	19	36.5
Dissatisfied	6	11.5
Very dissatisfied	2	3.8
Total	52	100.0
Missing	11	
Total	63	

d.) Financial rewards

	Frequency	Percent
Very satisfied	3	5.8
Satisfied	19	36.5
Impartial	15	28.8
Dissatisfied	12	23.1
Very dissatisfied	3	5.8
Total	52	100.0
Missing	11	

d.) Financial rewards

		Frequency	Percent
	Very satisfied	3	5.8
	Satisfied	19	36.5
	Impartial	15	28.8
	Dissatisfied	12	23.1
	Very dissatisfied	3	5.8
	Total	52	100.0
Missing		11	
	Total	63	

e.) Your co-workers

		Frequency	Percent
	Very satisfied	9	17.3
	Satisfied	31	59.6
	Impartial	12	23.1
	Total	52	100.0
Missing		11	
	Total	63	

f.) Nature of work

		Frequency	Percent
	Very satisfied	11	20.4
	Satisfied	32	59.3
	Impartial	8	14.8
	Dissatisfied	3	5.6
	Total	54	100.0
Missing		9	
	Total	63	

g.) Recreational activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	3	4.8	5.6	5.6
	Satisfied	14	22.2	25.9	31.5
	Impartial	22	34.9	40.7	72.2
	Dissatisfied	11	17.5	20.4	92.6
	Very dissatisfied	4	6.3	7.4	100.0
	Total	54	85.7	100.0	
Missing	System	9	14.3		
	Total	63	100.0		

h.) Fringe benefits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	2	3.2	3.6	3.6
	Satisfied	23	36.5	41.1	44.6
	Impartial	21	33.3	37.5	82.1
	Dissatisfied	7	11.1	12.5	94.6
	Very dissatisfied	3	4.8	5.4	100.0
	Total	56	88.9	100.0	
Missing	System	7	11.1		
	Total	63	100.0		

a.) Competitive pressures

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Very satisfied	7	11.1	13.7	13.7
	Satisfied	34	54.0	66.7	80.4
	Impartial	7	11.1	13.7	94.1
	Dissatisfied	3	4.8	5.9	100.0
	Total	51	81.0	100.0	
Missing	System	12	19.0		
	Total	63	100.0		

b.) Autonomy of work

		Frequency	Percent
	Very satisfied	3	6.0
	Satisfied	32	64.0
	Impartial	12	24.0
	Dissatisfied	3	6.0
	Total	50	100.0
Missing		13	
	Total	63	

c.) Pressures at work

		Frequency	Percent
	Very satisfied	5	9.4
	Satisfied	33	62.3
	Impartial	12	22.6
	Dissatisfied	3	5.7
	Total	53	100.0
Missing		10	
	Total	63	

d.) Time flexibility

		Frequency	Percent
	Very satisfied	8	14.8
	Satisfied	30	55.6
	Impartial	7	13.0
	Dissatisfied	5	9.3
	Very dissatisfied	4	7.4
	Total	54	100.0
Missing		9	

d.) Time flexibility

		Frequency	Percent
	Very satisfied	8	14.8
	Satisfied	30	55.6
	Impartial	7	13.0
	Dissatisfied	5	9.3
	Very dissatisfied	4	7.4
	Total	54	100.0
Missing		9	
	Total	63	

a.) If my organisation decided to downsize I would consider leaving.

	Frequency	Percent
Strongly agree	4	7.0
Agree	16	28.1
Impartial	10	17.5
Disagree	19	33.3
Strongly disagree	8	14.0
Total	57	100.0

		Frequency	
Missing		6	
	Total	63	

b.) If I remained within my organisation after a downsizing I would look for job alternatives.

		Frequency	Percent
	Strongly agree	7	12.3
	Agree	15	26.3
	Impartial	12	21.1
	Disagree	17	29.8
	Strongly disagree	6	10.5
	Total	57	100.0
Missing		6	
	Total	63	

Descriptives

Descriptive Statistics

	N	Mean	Std. Deviation
a.)The event that caused me to leave was positive	48	2.21	1.071
b.)The recession would delay my decision to leave should such an event repeat itself now	51	2.86	1.167
c.)I have left a job before for essentially the same reasons as described in question 3	50	3.00	1.278
d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	51	2.92	1.230
e.) I would delay a plan to leave given the current economic downturn	51	2.61	1.234
f.) My values / ethics were compatible with those of my former employer	52	2.21	.871
g.) My personal goals were compatible to those of my former employer	51	2.31	1.029
h.) If I had stayed I would have been able to achieve most of my personal goals	51	3.16	1.206
i.) At my former employer my career was progressing as I had expected	52	3.10	1.142
j.) Before I left I had conducted a comprehensive search for another job	50	2.42	1.090
k.) I had at least one definite job offer before I finally left	49	1.90	1.123
l.) In an economic downturn I will not leave without a definite job offer	52	1.75	1.007
m.) I believe that getting a job offer in the economic downturn is possible	52	2.25	1.135
n.) My decision to leave was influenced by a colleague (or colleagues) leaving	54	3.96	1.115
o.) General job availability affected my decision to leave after my first thoughts of leaving	50	3.32	1.186
p.) There are things my employer could have done to prevent me from leaving	54	2.63	1.391

a.) The supervision you received	50	2.22	.864
b.) Organisation as an employer	50	2.14	.948
c.) Career opportunities	52	2.96	.989
d.) Financial rewards	52	2.94	1.074
e.) Your co-workers	50	2.08	.778
f.) Nature of work	51	2.06	.835
g.) Recreational activities	53	2.74	1.041
h.) Fringe benefits	54	2.93	1.079
a.) The supervision you receive	54	2.39	.920
b.) The organisation as an employer	54	2.02	.879
c.) Career opportunities	52	2.52	1.057
d.) Financial rewards	52	2.87	1.030
e.) Your co-workers	52	2.06	.639
f.) Nature of work	54	2.06	.763
g.) Recreational activities	54	2.98	1.000
h.) Fringe benefits	56	2.75	.919
a.) Competitive pressures	51	2.12	.711
b.) Autonomy of work	50	2.30	.678
c.) Pressures at work	53	2.25	.705
d.) Time flexibility	54	2.39	1.089
After your fist thoughts of leaving how long did it take you to make the final decision to leave?	52	53.08	84.025

After you made the final decision to leave, how long did you stay on the job before you actually resigned?	52	29.96	25.554

T-Test

Comparing the two groups "Yes" and "No" to the question: Has your organization been through a retrenchment since 2007?

First there is a table of the means and standard deviatrions of the "Yes" and "No" groups

	Has your organization been through a retrenchment since 2007?	N	Mean	Standard Deviation
a.)The event that caused me to leave was positive	Yes	10	2.10	.738
	No	38	2.24	1.149
3.03	Yes	12	2.33	
	No	39		
c.)I have left a job before for essentially the same reasons as described in question 3	Yes	12	2.50	1.243
	No	38	3.16	1.263
d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	Yes	12	3.17	1.403
	No	39	2.85	1.182
e.) I would delay a plan to leave given the current economic downturn	Yes	12	2.17	1.115
	No	39	2.74	1.251

f.) My values / ethics were compatible with those of my former employer	Yes	12	2.50	.798
	No	40	2.13	.883
g.) My personal goals were compatible to those of my former employer	Yes	12	2.17	1.030
	No	39	2.36	1.038
h.) If I had stayed I would have been able to achieve most of my personal goals	Yes	11	3.27	1.272
	No	40	3.13	1.202
i.) At my former employer my career was progressing as I had expected	Yes	12	2.67	1.073
	No	40	3.23	1.143
j.) Before I left I had conducted a comprehensive search for another job	Yes	12	2.75	1.288
	No	38	2.32	1.016
k.) I had at least one definite job offer before I finally left	Yes	10	2.00	1.414
	No	39	1.87	1.056
l.) In an economic downturn I will not leave without a definite job offer	Yes	12	1.83	1.337
	No	40	1.73	.905
m.) I believe that getting a job offer in the economic downturn is possible	Yes	12	2.92	1.084
	No	40	2.05	1.085
n.) My decision to leave was influenced by a colleague (or colleagues) leaving	Yes	12	3.58	1.311
	No	42	4.07	1.045
o.) General job availability affected my decision to leave after my first thoughts of leaving	Yes	12	3.17	1.337
	No	38	3.37	1.149
p.) There are things my employer could have done to prevent me from leaving	Yes	12	3.42	1.379

	No	42	2.40	1.326
a.) The supervision you received	Yes	12	1.92	.515
	No	38	2.32	.933
b.) Organisation as an employer	Yes	12	2.00	.853
	No	38	2.18	.982
c.) Career opportunities	Yes	12	2.58	.900
	No	40	3.08	.997
d.) Financial rewards	Yes	12	2.75	1.138
	No	40	3.00	1.062
e.) Your co-workers	Yes	12	2.33	.778
	No	38	2.00	.771
f.) Nature of work	Yes	12	2.17	.835
	No	39	2.03	.843
g.) Recreational activities	Yes	12	2.25	.622
	No	41	2.88	1.100
h.) Fringe benefits	Yes	12	2.58	.900
	No	42	3.02	1.115
a.) The supervision you receive	Yes	12	2.25	.622
	No	41	2.44	1.001
b.) The organisation as an employer	Yes	12	1.83	.718
	No	41	2.07	.932

c.) Career opportunities	Yes	12	2.58	.669
	No	39	2.51	1.167
d.) Financial rewards	Yes	12	3.00	.953
	No	39	2.85	1.065
e.) Your co-workers	Yes	12	2.17	.577
	No	39	2.03	.668
f.) Nature of work	Yes	12	2.00	.603
	No	41	2.07	.818
g.) Recreational activities	Yes	12	2.58	.669
	No	41	3.12	1.053
h.) Fringe benefits	Yes	12	2.42	.793
	No	43	2.86	.941
a.) Competitive pressures	Yes	12	2.00	.853
	No	39	2.15	.670
b.) Autonomy of work	Yes	12	2.08	.515
	No	38	2.37	.714
c.) Pressures at work	Yes	12	2.00	.603
	No	41	2.32	.722
d.) Time flexibility	Yes	12	1.92	.669
	No	42	2.52	1.153

The t-test is a test for the equality of the means. If the P-value is less than 0.05 then the means of the two grops is significantly different at the 5% level of significance.

	t-test for Equality of Means			
	t	df	P-value	Mean Difference
a.)The event that caused me to leave was positive	-.356	46	.723	-.137
b.)The recession would delay my decision to leave should such an event repeat itself now	-1.840	49	.072	-9.62
c.)I have left a job before for essentially the same reasons as described in question 3	-1.578	48	.121	-.658
d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	.786	49	.436	.321
e.) I would delay a plan to leave given the current economic downturn	-1.431	49	.159	-.577
f.) My values / ethics were compatible with those of my former employer	1.318	50	.194	.375
g.) My personal goals were compatible to those of my former employer	-.562	49	.577	-.192
h.) If I had stayed I would have been able to achieve most of my personal goals	.357	49	.723	.148
i.) At my former employer my career was progressing as I had expected	-1.504	50	.139	-.558
j.) Before I left I had conducted a comprehensive search for another job	1.209	48	.233	.434
k.) I had at least one definite job offer before I finally left	.319	47	.751	.128
l.) In an economic downturn I will not leave without a definite job offer	.324	50	.747	.108
m.) I believe that getting a job offer in the economic downturn is possible	**2.428**	**50**	**.019**	**.867**
n.) My decision to leave was influenced by a colleague (or colleagues) leaving	-1.347	52	.184	-.488

o.) General job availability affected my decision to leave after my first thoughts of leaving	-.510	48	.612	-.202
p.) There are things my employer could have done to prevent me from leaving	**2.311**	**52**	**.025**	**1.012**
a.) The supervision you received	-1.409	48	.165	-.399
b.) Organisation as an employer	-.583	48	.563	-.184
c.) Career opportunities	-1.530	50	.132	-.492
d.) Financial rewards	-.704	50	.485	-.250
e.) Your co-workers	1.303	48	.199	.333
f.) Nature of work	.508	49	.614	.141
g.) Recreational activities	-1.883	51	.065	-.628
h.) Fringe benefits	-1.254	52	.215	-.440
a.) The supervision you receive	-.618	51	.540	-.189
b.) The organisation as an employer	-.821	51	.416	-.240
c.) Career opportunities	.199	49	.843	.071
d.) Financial rewards	.448	49	.656	.154
e.) Your co-workers	.658	49	.513	.141
f.) Nature of work	-.287	51	.775	-.073
g.) Recreational activities	-1.669	51	.101	-.539
h.) Fringe benefits	-1.491	53	.142	-.444
a.) Competitive pressures	-.651	49	.518	-.154
b.) Autonomy of work	-1.279	48	.207	-.285

c.) Pressures at work	-1.383	51	.173	-.317
d.) Time flexibility	-1.736	52	.089	-.607

There are two significant differences:

m.) I believe that getting a job offer in the economic downturn is possible

p.) There are things my employer could have done to prevent me from leaving

In both cases the "YES" group had a higher mean than the "NO" group, meaning that the "NO" group were more likely to agree to the statement.

Mann-Whitney Test

The t-test is based on the assumption of normality, and the data are not really normal (measured on a Likert-type scale). The non-parametric Wilcoxon-Mann_Whitney test is perhaps more appropriate. It does the same job as the t-test.

Test Statistics[b]

	Wilcoxon W	Z	Asymp. Sig. (2-tailed) P-value
a.)The event that caused me to leave was positive	242.000	-.083	.934
b.)The recession would delay my decision to leave should such an event repeat itself now	229.500	-1.891	.059
c.)I have left a job before for essentially the same reasons as described in question 3	235.000	-1.664	.096
d.)At the time I left my job I had already determined that I would leave if a certain event were to occur	982.500	-.725	.469
e.) I would delay a plan to leave given the current economic downturn	251.000	-1.397	.163

f.) My values / ethics were compatible with those of my former employer	998.000	-1.567	.117
g.) My personal goals were compatible to those of my former employer	285.000	-.639	.523
h.) If I had stayed I would have been able to achieve most of my personal goals	1025.500	-.346	.729
i.) At my former employer my career was progressing as I had expected	252.500	-1.473	.141
j.) Before I left I had conducted a comprehensive search for another job	925.000	-1.070	.285
k.) I had at least one definite job offer before I finally left	245.500	-.120	.904
l.) In an economic downturn I will not leave without a definite job offer	307.500	-.251	.802
m.) I believe that getting a job offer in the economic downturn is possible	954.000	-2.441	.015
n.) My decision to leave was influenced by a colleague (or colleagues) leaving	275.000	-1.228	.219
o.) General job availability affected my decision to leave after my first thoughts of leaving	286.500	-.456	.648
p.) There are things my employer could have done to prevent me from leaving	1049.500	-2.304	.021
a.) The supervision you received	253.000	-1.336	.182
b.) Organisation as an employer	283.000	-.574	.566
c.) Career opportunities	254.500	-1.442	.149
d.) Financial rewards	284.500	-.757	.449
e.) Your co-workers	912.500	-1.480	.139
f.) Nature of work	985.000	-.786	.432
g.) Recreational activities	245.000	-1.767	.077
h.) Fringe benefits	273.500	-1.220	.222
a.) The supervision you receive	307.500	-.377	.706
b.) The organisation as an employer	295.000	-.659	.510

c.) Career opportunities	996.000	-.417	.677
d.) Financial rewards	996.000	-.417	.676
e.) Your co-workers	988.500	-.642	.521
f.) Nature of work	321.000	-.072	.943
g.) Recreational activities	241.500	-1.844	.065
h.) Fringe benefits	271.500	-1.402	.161
a.) Competitive pressures	278.500	-.890	.373
b.) Autonomy of work	260.500	-1.215	.224
c.) Pressures at work	271.000	-1.304	.192
d.) Time flexibility	262.000	-1.560	.119

b. Grouping Variable: Has your organization been through a retrenchment since 2007?

The outcome is the same: the two groups differ significantly with respect to m) and p).

T-Test

Comparing the "YES" and "NO" groups with respect to Question 10

Group Statistics

	Has your organization been through a retrenchment since 2007?	N	Mean	Std. Deviation
a.) If my organisation decided to downsize I would consider leaving.	Yes	12	3.33	1.371
	No	44	3.14	1.173

b.) If I remained within my organisation after a downsizing I would look for job alternatives.	Yes		12	3.58	1.084
	No		44	2.82	1.225

	t-test for Equality of Means			
	t	df	Sig. (2-tailed) P-value	Mean Difference
a.) If my organisation decided to downsize I would consider leaving.	.497	54	.621	.197
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	1.962	54	.055	.765

The differences are not significant (although in the case of b) it is "almost" significant (or significant at the 10% level of significance)

Mann-Whitney Test

The distribution free test for the same variables.

Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
a.) If my organisation decided to downsize I would consider leaving.	239.000	1229.000	-.516	.606
b.) If I remained within my organisation after a downsizing I would look for job alternatives.	174.000	1164.000	-1.849	.064

a. Grouping Variable: Has your organization been through a retrenchment since 2007? Same Conclusion.