Retention of Black managers

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ABSTRACT

The aim of this research was to identify the factors that will influence Black managers to stay in an organisation.

The sample comprised of African managers of both genders, who earned above R350 000 per annum and are employed by listed companies, in Gauteng. Ready, Hill and Conger (2008) framework was adapted and four variables were used to identify the factors that will influence Black managers to stay in an organisation. The four variables were the brand of an organisation, the opportunity within an organisation, the culture within an organisation and the purpose of an organisation.

The research was a quantitative study and a questionnaire was used to collect the data. This was emailed to 2500 purposively selected respondents and 100 responses were received, of which 21 were eliminated as they were not fully complete. Statistical analysis was conducted including basic descriptive, reliability testing, factor descriptive, correlation analysis and independent t-tests.

The research showed the brand of an organisation, opportunity within an organisation, culture within an organisation and the purpose of an organisation have a positive impact on retention of African managers as they influence their decision to stay within the organisation.

KEYWORDS

Retention, African managers, Affirmative Action, Employment Equity.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master 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.

Zukie Siyotula - Manyoha

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ACKNOWLEDGEMENTS

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LIST OF ABBREVIATIONS

AA	Affirmative Action
ABSIP	Association of Black Securities and Investment Professionals
ANC	African National Congress
AWCA	African Women Chartered Accountants Forum
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
CEE	Commission of Employment Equity
EE	Employment Equity
EEA	Employment Equity Act
GIBS	Gordon Institute of Business Science
MBA	Master of Business Administration

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CHAPTER ONE: INTRODUCTION

1.1 Introduction to the research problem

According to Hay (2001), the injustices of racial discrimination are lack of employment opportunities, segregation and poverty, which mirror the experience of Blacks under the apartheid regime. The National Party which ruled the country between 1948 and 1994 adopted the apartheid policy. Under this policy, we saw the segregation of all racial and ethnic groups and the creation of homelands and townships which had limited resources and infrastructure. These injustices resulted in high levels of unskilled labour amongst the Black majority who were mainly labourers and domestic workers. Post 1994, the government implemented Broad Based Black Economic Empowerment and affirmative action to redress these past injustices. Although transformation has been a key focus, progress has been very slow as shown by the statistics of Black managers in the Commission for Employment Equity Annual Report (2011) and there is a problem with the high turnover rate of Black managers. Given this context, it is important to understand how to retain African managers.

The South African Employment Equity Act of 1998 defines Blacks as Coloured, Indians and Africans. However for the purposes of this study, the words "Black" and "African" are used interchangeably to refer to "Africans" as defined in the act. This legislation was put in place to redress unfair discrimination and imbalances in the demographics and diversity of management in the public and private sector. Despite the investment in transformation and monitoring by organisations, the Commission for Employment Equity Annual Report (2011) showed that Africans only made up 31% of professionally qualified workers and in top and senior management, they only made up 12.7% and 17.6% respectively. According to this report, in terms of the economically active population, Africans account for more than 77%, Coloureds 11%, Indians more than 3% and Whites more than 12%, however, Whites still dominate at the top of organisations, making up 73.1% and 64.1% at the top management and senior management level.

The Commission for Employment Equity Annual Report (2011) looked at the period between April 2010 and March 2011 and showed the status of transformation by looking at employment equity in relation to workforce profile, movements and skills and

development across race, gender and disability. Below is a graphical representation of the employment equity profile of designated groups as per Matsha (2011) using the Commission for Employment Equity Annual Report (2011).

Figure 1: Employment equity profile of designated groups

Greater equity at lower levels
Employment equity profile of designated groups, April 2010 to March 2011
As a percentage of working population aged 15 to 64

Top management by race
Foreign national 2.9%
African 12.7%
Coloured 4.6%
Indian 6.8%
White 73.1%

Top management by gender
Female 19%
Male 81.1%

Senior management by race
Foreign national 2.9%
African 17.6%
Coloured 7%
Indian 9.1%
White 64.1%

Senior management by gender
Female 29.3%
Male 70.7%

Professionally qualified workers by race
Foreign national 2%
African 31%
Coloured 10.4%
Indian 8.8%
White 47.7%

Professionally qualified workers by gender
Female 39.9%
Male 60.1%

Skilled workers by race
Foreign national 1.3%
White 28.5%
Indian 6.2%
Coloured 13%
African 51%

Skilled workers by gender
Female 43.7%
Male 56.3%

Graphic: JOHN McCANN Source: DEPT OF LABOUR CEE ANNUAL REPORT 2010 to 2011

According to Buck and Watson (2002) employee turnover is frustrating, expensive and it has an adverse impact on morale and productivity among the employees who stay within the organisation. Furthermore, they also state that high turnover rates result in measureable costs as well as other costs that organisations are unable to quantify.

Kim (2012) discusses factors affecting employee turnover such as advancement opportunities, training and development, feedback and communication, pay and reward satisfaction and family friendly policies within the organisation. Kim (2012) emphasises that although employee turnover will always be present, organisations that acknowledge and focus on these factors across all employee profiles irrespective of race or rank, have a lower employee turnover rate. This is further supported by Reid (2007) who states that successful talent management is based on sustained recruitment, engagement and retention of talent. The study highlights that in order to retain talent, it is important to create a healthy and innovative culture that is underpinned by strong and supportive leaders.

A recent study conducted by the Unilever Institute of Marketing (2007) at the University of Cape Town found that 65% of Black employees had changed jobs at least once in the past three years. Therefore, a number of Black employees are finding themselves continuously revolving amongst different companies. This highlights the need to better understand how to retain Black managers. O'Brien (2008) highlights the incorrect assumption and attitude held by organisations that employees, especially Black employees, are simply happy to have a job. This leads to unappreciated Black employees in organisations and results in increased employee turnover rates amongst Black employees. This is an on-going challenge for organisations as the pool of Black talent is quite small. Thus understanding the factors that improve the retention of Black employees is key for organisations.

Cascio (2006) in Allen, Bryant and Vardaman (2010) states that employee retention remains an important issue for companies, the costs of hiring and firing, selecting, and training new hires is often more than 100% of the annual remuneration for the position being filled. The recruitment process is costly due to time committed to interviews and the employment agency fees for finding staff, particularly Black managers due to the limited pool of Black talent.

According to Bussin (2002), the issue of improving staff turnover rates continues to be a focus on many organisations and that the attraction and retention of talent is now an important organisational competency. This is still relevant as it is clear from the Commission for Employment Equity Annual Report (2011) that organisations are still struggling to retain Black managers.

1.2 Motivation for the research

The high mobility of Black professionals is a perception that exists in many companies in South Africa, yet there is very little research done on how companies can retain Black professionals. This study will provide insights on the pull factors for retention of Black managers.

1.3 Aim of the study

The Department of Labour is continuing to put more pressure on organisations to transform and this is tracked on an annual basis, hence organisations operating in South Africa cannot continue to ignore the need to not only attract but to retain Black managers. The research aim of this study is to identify the factors that will influence Black managers to stay with an organisation.

1.4 Scope

The primary focus on this study is to understand how to retain Black managers by understanding the factors that will influence them to stay with an organisation. While the theory will focus on retention, the influence of the following on retention in South Africa: legislation changes and their impact on psychological contracts; work place implications of societal power shifts and changing social identities; it is important to also review studies on the reasons for mobility amongst Black managers.

1.4 Outline of chapters

Chapter one is an introduction to the research and primarily provides context and aim of the research.

Chapter two contains the literature review from a wide range of sources which focuses on retaining talent in emerging markets, the influence of legislation, the macro and micro challenges of retention and mobility of Black managers in South Africa.

Chapter three contains the research propositions.

Chapter four details the research methodology and the research limitations. A quantitative research design and methodology was followed in collecting the empirical data.

Chapter five presents the results of the empirical study and provides the analytical results of the data collected.

Chapter six provides an in depth insight and interpretation of the results.

Chapter seven highlights the main findings of the research, the recommendations to stakeholders, the suggestions for future research and managerial implications.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The objective of this chapter is to review literature in order to develop an understanding of the factors that influence Black managers to stay with an organisation. The literature review commences with examining how to retain talent in developing economies. Literature review on the South African landscapes focuses on the influence of legislation, the macro and micro challenges for talent retention and mobility of Black managers.

2.2 Retaining talent in emerging markets

Ready, Hill and Conger (2008) examine how to attract and retain talent in developing economies. This has become more relevant as the emerging economies have become more attractive for growth. According to Ready, Hill and Conger (2008), economic activity in emerging markets is growing at compounded rates of 40% compared with 2% - 5% in the West and Japan. It is not surprising that many organisations are looking for their growth by entering or expanding their operations in these emerging markets including Africa and thus making their ability to not only attract but to retain talent in emerging markets a key focus as exporting talent strategies from the developed world does not work. The study suggests two strategies in order to win the race for talent in emerging markets i.e. attract talent through very convincing promises and retain the talent by keeping those promises.

McDonald (2008) looks at succession planning as a tool not only for attracting talent but for retaining talent as well. This is especially important when looking at Black talent as the pool is very small. In order to improve the retention of Black talent, organisations should focus their efforts on ensuring Black managers feel that their ambitions and professional development can be realised in the organisation. Nzukuma and Bussin (2011) further addresses the issue of high mobility of Black managers, the perception that this is higher compared to White managers and that they are only motivated by money when looking to change jobs. The results of the study showed that in fact, African senior managers look for organisational cultures that embrace diversity and offer an opportunity to advance their career faster than their current employer. Thus

further emphasising that management need to focus on succession planning as a tool for retention. Their findings further support Ready, Hill and Conger (2008) who also clearly identify opportunity and culture as factors affecting retention in emerging markets.

Ready, Hill and Conger (2008) introduced an attraction and retention model based on factors that differentiate the successful organisations from those that are not as successful in emerging markets: brand, culture, opportunity and purpose. Below is the Ready, Hill and Conger (2008) framework for attracting and retaining talent that was explored in the South African market:

Figure 2: A framework for attracting and retaining talent
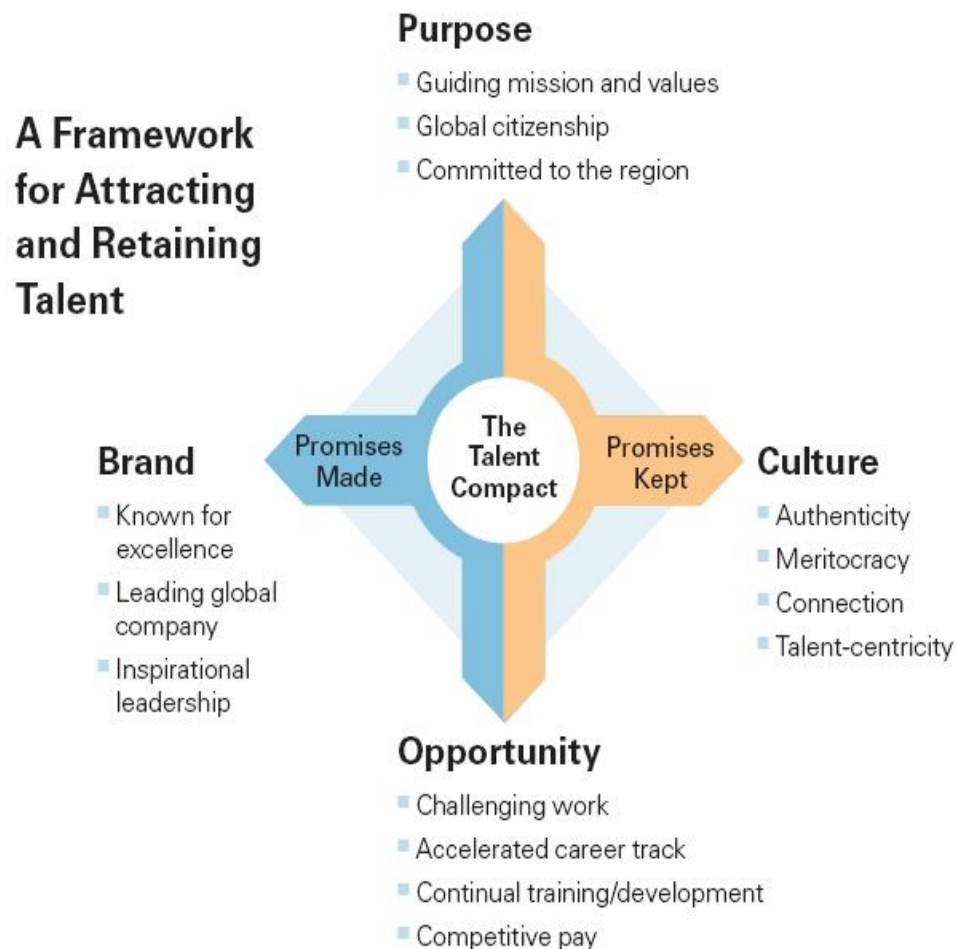
Ready, Hill and Conger (2008) highlights the first factor, brand, thus the importance of brand to employees in developing markets because being associated with a leading brand may lead to accelerated career progression. They found that this was especially

true when the brand was associated with inspirational leadership, which challenges employees to become great leaders and contribute to building a great global organisation. Therefore being a leading global organisation with inspirational leadership also form part of the brand promise that attracts and retains talent as they are seen to work for the best organisation. Therefore successful organisations with a reputation for excellence are better placed to attract employees but need to deliver on the brand promise of personal development, excellence and inspirational leadership in order to retain employees and win the race for talent in this highly competitive environment.

Ready, Hill and Conger (2008) highlight that the second factor, opportunity, means the same in developed and emerging markets: challenging work, stretch assignments, continual training and development and competitive pay. However, they found that in emerging markets, opportunity implies career advancement. Thus in order to retain employees, organisations need to continuously give employees opportunities that accelerate their personal growth at the same rate as the growth in their markets. The organisation's ability to keep this promise determines its ability to retain employees in emerging markets.

Ready, Hill and Conger (2008) also found that the third factor, purpose, plays a crucial role in the organisation's ability to recruit and retain talent. Employees in emerging markets want to work for organisations that have a mission and meaningful values. Furthermore, it found that employees want to work for organisations with a game changing business model, where by working for the organisation, they are contributing to redefining their nation and the world economy. It also highlights that employees in emerging markets value global citizenship and are attracted to organisations that focus on helping the poor as this resonates with their own upbringing which was mostly characterised by poverty. Therefore in order to attract and retain talent in emerging markets, organisations have to value global citizenship and be committed to the region.

Ready, Hill and Conger (2008) found that the fourth factor, culture, matters in several different ways in emerging markets. The first being that brand promise must feel authentic, secondly, reward structures must be based on merit and must feel attainable across all regions, thirdly, team work and connection is equally important as individual achievement and lastly, the culture must be talent-centric so that people may believe that they are crucial to the organisation. The authors argue that, while brand, opportunity and purpose can create great promise and attract talent, the high competition in the market tempts organisations to overpromise and failure to deliver

damages the reputation of the organisation and leads to a higher staff turnover rate. They further emphasise that culture can play a central role in retaining employees, thus organisations are able to influence the decision for people to stay. Thus all four factors work together in the quest to not only attract but also to retain talent.

According to Ready, Hill and Conger (2008), implementing the above mentioned strategies resulted in a 3% improvement in attrition rates at Standard Charter Bank in China over 2007-2008 while their rivals did not improve. They further state that companies in emerging markets have little choice in the matter nurturing the local talent as the young, new hires want to see others of their own demographics being in power, thus placing greater emphasis on the organisations ability to retain local talent as a key differentiator in this competitive environment.

Therefore, there is more pressure on the skills shortage issue as local candidates find themselves more in demand and local organisations have to compete harder to retain their top talent. Furthermore, the study emphasised that although the gap between the supply and demand of talent is wide in emerging markets, there may be different particulars across the various countries. Therefore this study, will explore how these four factors in this framework influence retention of African managers in South African listed organisations given the effects of apartheid, the influence of employment equity, its impact on psychological contracts and the work place implications of the changes in social identities and power shifts in the society within South Africa.

Sing (2012) looked at the challenges facing managers in South Africa including lack of capacity and high staff turnover rates. Although the study focuses on the public sector, the issues of capacity and staff turnover are relevant to the private sector. These challenges are further compounded by shortage of Black skilled managers; hence retention is a key focus area for many organisations. Sign (2012) recommended the following interventions in order to improve the retention of managers: regular assessment sessions to improve competence through focused development initiatives, matching of new managers with more experienced managers to ensure the transfer of knowledge and skills, a culture of honest and open communication and a formal mentoring support system. The findings on culture relate to the retention framework in Ready, Hill and Conger (2008).

Monsen and Wayne Boss (2009) examined job stress resulting from the organisations entrepreneurial orientation (which is characterised by less risk-averse, proactive and

innovative actions) and its consequences on employee retention within organizations. The study also looked at effect of role ambiguity on retention and found that there is a positive correlation between role ambiguity and the intention to resign and consequently search for better employment opportunities. The study also found that job stress can lead to increased turnover rates as employees feel overwhelmed by the rate of change and innovation in the organisations, especially if employees feel that they are not recognised. Hence a culture of engagement and recognition are key in improving retention. Monsen and Wayne Boss (2009) emphasise that retention has proven to be a critical issue for many organisations around the world.

Duffield, Roche, Blay and Stasa (2011) further emphasises the culture of an organisation as an important factor that influences retention. Duffield et al. (2011) highlights that organisational culture is a necessity that any aspiring employer cannot overlook as it affects the organisations ability to attract new talent and retain existing talent. The study found that a positive work environment had positive impact on job satisfaction and employee retention levels. Management play an active role in creating a positive work environment including through being highly visible, accessible, available for consultation, being recognisable as well as being supportive. Therefore an effective leader, who engages staff, provides regular positive feedback and is rated highly in leadership skills, plays a key role in increasing job satisfaction and employee retention within the organisation. It is imperative for organisations to realise that they will lose talented employees to competitors if they do not focus on retention.

Fernández-Aráoz, Groysberg, and Nohria (2011) emphasise that the war for talent has intensified, even in sectors that show no growth, due to the shortfall of experience managers. The study emphasises that organisations across the world are focusing on retention as they believe that they do not have enough successors for critical roles. The study found that less than 30% of European companies feel comfortable about the talent pool they have only 15% of organisations in North America and Asia were confident about their succession planning pipeline. This is a big challenge as the supply of experienced managers is even more limited in emerging markets where organisations are focusing their growth strategies due to superior growth rates in these regions.

According to Fernández-Aráoz, Groysberg, and Nohria (2011), this shortage of experienced managers is expected to last for the next two decades at least, therefore could limit the growth of organisations that do not focus on retention. This emphasises

the relevance of the Ready, Hill and Conger (2008) employee acquisition and retention framework that focuses on the brand, opportunity, culture, and purpose the organization. Fernández-Aráoz, Groysberg, and Nohria (2011) highlighted that successful organisations had a strategy that retained top talent while grooming mangers with potential. According to Fernández-Aráoz, Groysberg, and Nohria (2011), potential is described as the indication whether an individual selected will ultimately succeed once the bigger picture comes into play. The study identified the following activities that differentiate organisations that succeed in executing succession planning and using it as a retention tool.

Firstly, that these organisations aligned their development programmes with their corporate strategy, rather than replicating programmes that seem effective in other organisations. Furthermore, that the development of talent was not simply a human resources responsibility but involved the executive team as a whole. Secondly, that these organisations used stringent criteria followed a nomination process and included independent assessments in order to ensure a good return on investment on people. These organisations had a culture of open communication, driven by an underlying transparency that left employees feeling that development and advancement opportunities were attainable across the organisations.

Thirdly, these organisations developed and rewarded thoughtfully, development went beyond learning programmes but also included formal rotation programmes that ensured that ensured that people were rotated to jobs that matched their development needs. Lastly, these organisations also understood that development alone would not suffice and ensured that high potentials were compensated with the appropriate rewards and incentives. External incentives such as money were used in conjunction with internal motivators such as achievement and recognition.

Fernández-Aráoz, Groysberg, and Nohria (2011) emphasise that this strategy not only attracts talent to the organisation but also retains talent which is vital in the war for talent. Furthermore, that if people are the most important asset, then organisations should focus on developing managers with potential and retaining talent. An employee is less likely to leave and join another organisation when they have invested in developing his potential and accelerated his career within the organisation. This emphasises the need to for this study to look at factors affecting retention in South Africa so as to identify the pull factors for African managers to stay in organisations.

2.3 The influence of legislation changes in South Africa on societal power shifts and social identities and implications for the work place

According to Booysen (2007), various legislation and Affirmative Action measures have been put in place with the aim to "achieve greater social justice and equality and to redress past unfair discrimination and unearned privilege". Government amended the Labour Relations Act of 1995 and the Basic Conditions of Employment Act 1995, followed by the introduction of the Constitution of South Africa of 1996.

Due to the urgency to transform the work place, the Employment Equity (EE) Act of 1998 was introduced focusing on anti-discrimination and creating space for Blacks, women and people with disabilities in the workplace. The government also introduced the Skills Development Act of 1998 and the Skills Levies Act of 1998. Booysen (2007) emphasises that the intention of Skills Acts was to promote recruitment, succession planning, development and training of Blacks and women rather than the unintended consequence of token appointments.

According to Booysen (2007), due to the slow pace of transformation across industries, there was an increased pressure for targets on ownership and management control hence the government then implemented the Broad Based Black Economic Empowerment Act in 2003 and various Black Economic Empowerment Industry Charters which required organisations to publish their BBBEE rating. As evidenced in the Commission for Employment Equity Annual Report (2011), this has resulted in some progress towards transformation, although the report argues that this has been very slow when looking at representation at management levels.

Despite the various legislation amendments, Booysen (2007) highlights the increased level of job hopping amongst African managers due to the high demand and favourable job opportunities for Africans. Booysen (2007) further argues that this is due to a skills shortage in the country, especially amongst Blacks, due to the labour restrictions and lack of opportunities for Blacks during apartheid. Therefore this study adds another element that may influence whether the retention framework by Ready, Hill and Conger (2008) is applicable in South Africa.

Booysen (2007) found that the transformation South Africans have experienced (including political, social and economic) post-apartheid has changed the social identity of the society at large. Furthermore, she emphasised that these have resulted various

changes in the workplace including a noticeable shift in power and social dynamics including identity crises. The study also emphasises that despite BBBEE and the governments declare intentions, inequality has increased since 1994 across race despite the development of a strong Black middle class. The study also highlights that the poaching of highly skilled Blacks is an increasing phenomenon and organisations pay high premiums for high calibre Blacks which results in wide income gaps between Black and White managers and leads to tension in the workplace and society.

Booysen (2007) states that in 1994, management power resided mostly with Whites as they held most of the management positions. The study further argues that the social power has shifted from Whites to Blacks and that the social group that is dominant in status and access as seen in the media is now Black. However, there has not been much progress in achieving employment equity targets. This is further supported by Thomas (2004), Booysen and Nkomo (2006) and Selby and Sutherland (2006) who all emphasise that insignificant progress has been made in achieving employment equity in South Africa. This is further evidenced in the most recent Commission for Employment Equity Annual Report (2011) which shows that while progress has been made, race and gender gaps still exist at management level.

Booysen (2007) explains that changes and transformation in the workplace are experienced as too fast or too slow depending on whether they are looked at from a White lens or from a Black lens who are still feeling excluded by the dominant western corporate culture. Furthermore, the study highlights that conflict can be expected around strong and negative stereotypes about other groups, bias, prejudice, blaming, generalisations and projection of emotions, like anger and frustration. Booysen (2007) concludes that all the different population groups are undergoing social identity re-categorisation and a profound re-personalisation process due to power shifts in society within South Africa. This dynamic and shift in social identify is causing shifts within the workplace and it is not being addressed or discussed due to its sensitive nature.

Booysen (2001) highlights that the culture of White managers is largely different from that of Black managers and recommends that if South African organisations are to survive, they need to understand their diverse expectations and need to build a more inclusive culture in order to mobilise all people effectively. This is further supported by Thomas (2004) who states that the effect is that organisational cultures are experienced as exclusionary, and pose a real barrier to retaining Black talent. Thus further emphasising the need for this study to identify the factors that will pull Black

managers to stay in the organisation using the hypothesis developed from the retention framework by Ready, Hill and Conger (2008).

2.4 The macro and micro challenges of retention in South Africa

Du Preez (2002) states that, similar to other developing countries, brain drain has had an adverse effect on the competitiveness of South Africa. The study highlights that shortage of skills in South Africa has an adverse effect on the country's growth. In addition, the author states that brain drain has resulted in many professionals emigrating and at the same time, the number of skilled immigrants has not increased. This reduced the country's ability to compete globally. Kerr-Phillips and Thomas (2009) further supports this by emphasising that a key macro challenge for South African is that of retaining talent within its borders and that at a micro level, organisations have a challenge to keep their existing talent who can contribute to their competitiveness. Simelane (1999) in Kerr-Phillips and Thomas (2009) indicates that there has been three peaks in emigration in South Africa, namely: in 1977 (after the Soweto riots); in 1986 (during the States of Emergency); and in 1994 (during the introduction of the ANC government).

Kerr-Phillips and Thomas (2009) emphasises that the sustainability of the market place in South African has been affected by its history, where the progress of Black people in the workplace was restricted during apartheid. Denton and Vloeberghs (2003) in Kerr-Phillips and Thomas (2009) further highlights the challenge faced by organisations required to implement employment equity and compete internationally whilst winning the competition against international organisations locally.

The study conducted by Kerr-Phillips and Thomas (2009) found that 70% of the White respondents emigrated due to concerns around crime and personal safety, while 80% of the White males stated that affirmative action was one of the factors that influenced their decision to emigrate and 30% of the White females mainly emigrated due to safety concerns. At a micro level within organisations, the study found that culture was an important factor in attracting and retaining top talent. This is in line with the attraction and retention framework for emerging markets by Ready, Hill and Conger (2008).

Kerr-Phillips and Thomas (2009) found that all interviewees agreed that organisations need to focus on employment equity in order to secure business but White males

highlighted that employment equity was contributing to the loss of skilled talent in the organisation and argued that development should be merit based rather than race based. Similar to Booysen (2007), the study also found different views from Blacks and Whites on the pace of transformations, while Whites were worried about the impact on their career advancement; Blacks felt that the progress was too slow.

The study also emphasises implementation rate of employment equity can increase employee dissatisfaction as Whites may feel it is happening too fast while Blacks may feel it is happening to slowly. Therefore these issues need to be managed in order to ensure engagement and retention of employees. Although this study merely touched on the macro and micro challenges that impact retention of talent in South Africa, there are similarities to Ready, Hill and Conger (2008) retention framework in its findings of the factors that influence retention.

Ryan (2012) emphasises that the success of any business is not determined by the idea itself, rather by the people, as execution relies on human talent. This emphasises that people are an asset; employees play a crucial role in the success of the organisation and influence its culture and ability to attract and retain people. Ryan (2012) uses Google to emphasise this point by highlighting that Google was not a pioneer in the search engine world, that when it was formed other search engine companies already existed. However, the people at Google differentiated it from competitors in how they executed their strategy, created a unique people centric culture and ensured that the company succeeded. Therefore management and other employees across the organisation determine the success of an organisation; hence it is crucial for organisations to understand how to retain employees.

Ryan (2012) further states that organisations have the responsibility of ensuring that potential leaders or managers are nurtured and allowed to show the abilities they possess. This links to the findings of the study conducted by Fernández-Aráoz, Groysberg, and Nohria (2011) that also highlighted the importance talent management development of employees with potential which in turn reduces staff turnover. Ryan (2012) emphasises that obsessing over talent is a good thing as it often provides returns that are worth the time taken to recruit and also saves the organisations the associated costs of high staff turnover. Furthermore, the culture in the organisation will also play an important role in determining whether the organisation succeeds in retaining employees over time or if they lose them, through poaching by organisations

that appear willing and better placed to provide better working conditions and investment in the development of employees.

2.5 The impact of employment equity regulations on psychological contacts and the resultant effect on retention in South Africa

According to Rousseau (2004), psychological contracts are implied and expressed promises that deal with exchange agreements between an employer and an employee. Therefore they include and go beyond the legal relationships between the employer and employee as they are the sum of all written and unwritten expectations between them. Rousseau (2004) further states that psychological contracts mature and change continuously and that there are many contract makers in the organisation including the line managers, peers and human resource managers.

Rousseau (2004) emphasises that breaches of transactional psychological contracts, which are short term and focused on monetary exchange with clear roles and responsibilities, lead to an exit of the organisation. The author further emphasises that while breaches of relational psychological contracts; which are about an emotional currency in exchange for training and development and job security; can lead to decreased commitment levels, going back to a transactional contract, increased staff turnover and other actions that impact the employment relationship negatively,

Rousseau and McLean Parks (1993) in Wöcke and Sutherland (2008) states that the likelihood of turnover increases as employees develop skills through training and development that are more valuable to other organisations as well as when employees experience a breach to their relational psychological contract. Wöcke and Sutherland (2008) study the effect of the plethora of legislation and regulation on the psychological contract between the employee and the employer. This is an area that was not previously studied, but is important as it highlights the impact of this transition on the beneficiaries and the labour market in South Africa.

According to Wöcke and Sutherland (2008), the labour laws have changed the power distance between the Whites and Blacks in South African, but have reinforced their social identities as shown in the findings of the study of the differences in their psychological contracts. The study showed notable differences in their perceptions of employment equity, intentions to leave, staff turnover, sense of satisfaction, and job security.

Wöcke and Sutherland (2008) found that African managers compared to White managers, were more positive about the employment equity legislation and expected it to translate to better future prospects, rewards, compensation and opportunity to grow. However, the study also showed a high turnover of Africans and that they had the highest propensity to leave and the least experience of engagement with their current employer. This highlights the misalignment in psychological contracts and expectations between the employer and employee which leads to high turnover rates. Therefore it is imperative to study what organisations can do to influence African managers to stay.

According to Midtsundstad (2011), the population representing the workforce in most European nations is ageing unlike in the South African market. While looking at retention, it is important to note that the demographics in emerging markets, for example the South African population comprises mainly of young people unlike in the developed world. The South African workforce composition was impacted by the past injustices of apartheid; hence the Commission for Employment Equity Annual Report (2011) reflects a workforce demographic mainly comprising of White males at management levels.

Furthermore junior management levels comprise mainly of the younger generation who need to acquire more skills and experience to be accelerated through to management levels. Hence many organisations are focusing on driving transformation in the workplace, albeit the slow pace. Therefore organisations need to align their attraction and retention strategies with the anticipated changes in the working population and also ensure that talent management is a key focus area as it will assist in retaining talent within the organisation.

Wöcke and Sutherland (2008) also found that the differences in physiological contracts were due to labour legislation and past social identities which were also the differentiator between the racial groups. This shows that the labour market has a huge influence on the development psychological contracts, which also influences the human resources practices in organisation including retention. The study also showed that African managers experience the lowest levels of engagement in their organisations and have a sense that their organisations are not delivering their promises to them. Therefore this further emphasises that the legislative impact on psychological contracts should be taken into account when looking at retention of Black talent in South Africa.

2.6 Mobility amongst Black managers in South Africa

The Booysen (2007b) study states that there is a link between challenges organisations are experiencing in implementing employment equity effectively and the retention of Black managers. The study identified an external barrier, the limited pool of Blacks to recruit and select from, and emphasised that the headhunting of Black talent by organisations that are willing to pay them more money due to their high demand, leads to income gaps between Black and White managers. Furthermore, the study showed that these better opportunities that Blacks leave for are linked more to opportunities for self-development and the possibility of a more inclusive organisational culture that values diversity, than to better salaries.

The Booysen (2007b) study also found that Black employees do not stay in organisations that do not embrace cultural diversity employment equity. Furthermore, that Black employees are often placed in soft positions and often denied access to tangible projects or positions and that there is in implementing employment equity across the levels of management. The study also found that Black employees also leave due to no investment in their self-development, lack of growth opportunities, not being included in succession planning and no investment in coaching or mentoring them.

The Booysen (2007b) study emphasised the following inherent organisational barriers to effective implementation of employment equity and retention of Black talent:

- Lack of engagement on employment equity
- A culture that resists transformation and diversity where the following is evident:
  - Mainly made up of White males
  - Racially bias organisational structures
  - Tokenism
  - Leadership not driving the implementation of employment equity
  - Whites fearing diversity and employment equity
- No focused drive or alignment in implementing employment equity
- No focus on talent management – a retention specific barrier

According to the study conducted by the Unilever Institute of Marketing (2007) at the University of Cape Town, indicated that Black employees are job hoppers as they have

changed jobs at least once in the past three years. A divergent view was from Khanyile and Maponga (2007), who stated that job-hopping was a generational phenomenon than a race phenomenon based on survey results that showed that 52% of Black employees older than 45 years had worked for the same organisation for more than five years, compared to 25% of their White counterparts in the same age category. However it was clear from the study that Black employees were more inclined to look for a job as they were unhappy.

Nzukuma and Bussin (2011) conducted a study set to challenge both the above views, the purpose of the study was to understand why African senior managers leave organisations. The study found that African senior managers took control of their careers and changed jobs to organisations that would invest in the development and improve their skills and experience rather that stay in an organisation they do not trust with their career aspirations. The study also discovered while that they were happy with their co-workers and nature of their work; they were unhappy with their immediate manager, compensation and growth opportunities. Therefore, this emphasises the need to conduct a study to understand how to retain African managers by understanding the factors that will pull them to stay in the organisation.

2.7 Conclusion

The literature has revealed substantial empirical evidence that shows that the retention of talent and that there are various factors within the organisations that influence it such as purpose, culture, opportunity and brand. This study will provide insights on the pull factors for retention of Black managers in South Africa.

CHAPTER THREE: RESEARCH PROPOSITIONS

3.1 Introduction

The research propositions below were developed using the components of the Ready, Hill and Conger (2008) framework in order to identify the factors that will pull African managers to stay in an organisation. This study looked at the four main factors below i.e. the role of brand, opportunity, culture and purpose in retention; and the underlying aspects within each factor.

The impact of these factors on retention were further analysed to ascertain whether there are any differences between demographics variables including gender, age, management level, salary level and industry using independent sample T-tests.

3.2 Research Proposition 1: Brand

The **brand** of an organisation has a positive effect on retention.

The brand of an organisation includes the following aspects which were looked at:
- Known for excellence
- Leading global company
- Inspirational leadership

3.3 Research Proposition 2: Opportunity

The **opportunity** in an organisation has a positive effect on retention.

The opportunity in an organisation includes the following aspects which will be looked at:
- Challenging work
- Accelerated career track
- Continual training / development
- Competitive pay

3.4 Research Proposition 3: Culture

The **culture** of an organisation plays has a positive effect on retention.

The culture of an organisation includes the following aspects which will be looked at:
- Authenticity
- Meritocracy
- Connection
- Talent-centricity

3.5 Research Proposition 4: Purpose

The **purpose** of an organisation has a positive effect on retention.

The purpose of an organisation includes the following aspects which will be looked at:
- Guiding mission and values
- Global citizenship
- Committed to the region

3.6 Conclusion

This chapter discussed the aims of the research study and the research propositions namely the role of brand, opportunity, culture and purpose; and the underlying aspects within each factor. In the next chapter the research methodology is discussed.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 Introduction

This chapter discusses the research methodology to address the research propositions of this study. The aim and objectives of the study are specified and the research design and variables are defined and described.

4.2 Research Design

Saunders and Lewis (2012) state that a descriptive study is used to determine the level of association between variables, as well as to describe various characteristics of various groups. Therefore it is used to describe characteristics of a population. The aim of this study is to understand factors that lead to the retention of Black managers; therefore a descriptive study is appropriate. This study was descriptive and quantitative in nature where a survey of African managers was conducted in order to understand the factors that will pull them to stay in an organisation.

4.3 Population and Sampling

The population comprised of African managers currently employed in various industries in South Africa. The population was inclusive of both gender and all age categories. A sample is considered a representative subset of a population and an accurately determined sample should be reflective of the results obtained from the broader population.

According to Saunders and Lewis (2012), a non-probability judgement sample is a specific type of convenience sample based on the author's perception of who would be relevant to the research questions. A purposive sampling technique was used as the researcher selected African managers of both genders, who earned above R350 000 per annum and are employed by listed companies, in Gauteng.

4.4 Measuring Instrument

According to Saunders and Lewis (2012), questionnaires are a popular way of collecting data as they are cost effective; however the disadvantage is the potential low response rate and the inability to probe responses. An online questionnaire was used, developed using Survey Monkey. Participants were notified about the survey via email, which informed them of reason for survey, instructions and clarify on confidentiality and identity protection. The questionnaire comprised of the sections outlined below.

4.4.1 Section A - Demographic

This section contained demographic questions which are the stated demographic variables in Chapter 3 of this study:

- Gender: participants had to select female or male

- Age group: the five age categories below did provide an informed way in which the data could be split and analysed.
    o Less - 25 yrs.
    o 26 yrs. - 30 yrs.
    o 31 yrs. - 40 yrs.
    o 41 yrs. – 50 yrs.
    o Above 50 yrs

- Management level in the organisation: respondents were required to indicate their levels of seniority within the organisation to determine her the factors affecting retention differed between levels of management
    o Middle manager
    o Senior manager
    o Director / Executive Director
    o Chief Executive Officer
    o Other

- Salary Level: Respondents were to indicate their salary levels between six ranges from above R350 000 in order to assist if retention factors differ between income levels

- o R350 000 – R550 000
- o R550 001 - R750 000
- o R750 001 – R950 000
- o R950 001 – R1 250 000
- o R1 250 001 – R 1 500 000
- o Above R1500 000

- Industry: Respondents had to indicate the industry in which they currently employed, enabled further analysis by industry.
  - o Financial Services
  - o Mining
  - o Oil and Gas
  - o FMCG
  - o Telecoms
  - o Other – please specify

4.4.2 Section B – Retention

This section in the survey was a series of questions on retention factors that are based on Ready, Hill and Conger (2008) framework for attracting and retaining talent. The respondents were required to select one of seven answers on a Likert scale which vary from totally disagree (1), largely disagree (2), slightly disagree (3), indifferent (4), slight agree (5), largely agree (6) and to totally agree (7).

The respondents were also asked open ended questions for additional factors that influenced their decision to stay at the current employer and their decision to leave their current employer as well as an indication of how many employers they had worked for in the last five years.

4.5 Pilot Study

According to Saunders and Lewis (2012), a pilot study refers to a trial run of the research to assess whether the research design and methodology are effective and this is usually done on a small scale. A pilot survey on the draft questionnaire was conducted with 10 participants. All these participants were Black managers. The

purpose of the pilot survey was to identify any errors, any ambiguity or misunderstood terminology or other problem areas that could arise when answering the questionnaire.

After the pilot study was conducted, the questionnaire was enhanced and the final questionnaire is included in Appendix B.

4.6 Data Collection

After permission was obtained, the questionnaire hosted on the Survey Monkey website was distributed via email along with a covering letter and participant instructions to the following databases:

- Individual and Corporate Members of Black professional organisations such as:
    - The African Women Chartered Accountants Forum
    - The Black Securities and Investment Professionals association
- MBA Students at the Gordon Institute of Business Science
- PDBA Students at the Gordon Institute of Business Science

4.7 Validity and reliability

The validity of the questionnaire was obtained through the detailed literature review, the design and execution of the research approach, the testing of the instrument and the relatively large sample obtained for data analysis. A wide sample was targeted to reduce the probability of non-response error and it ensured that there was sufficient data in each category to enable statistical analysis and substantiated conclusions about the sample.

4.8 Research Procedure

From the 2500 emails distributed, 100 responses were received but only 79 questionnaires could be used as 21 were not complete. Factors that could have contributed to the low response rate are the nature of the topic in relation due to the sensitivity around transformation in South Africa; respondents could have potentially been uneasy about confidentiality or simply did not have the time to complete a

questionnaire. The electronic link to Survey Monkey was included in the email sent to participants, the data was downloaded and analysed using SPSS statistical package.

4.9 Statistical analysis

Statistical analysis was applied to the data collected. Descriptive statistics were used to analyse the demographic data and to provide better understanding of the sample group. The factors affecting retention were recorded using the seven point Likert scale which vary from totally disagree (1), largely disagree (2), slightly disagree (3), indifferent (4), slight agree (5), largely agree (6) and to totally agree (7).

A factor analysis was also done on the data collected in order to explain correlations noted between variables. Correlation analysis was also conducted to ascertain the relationship between variables. Independent T-Tests were conducted to determine whether there were any statistical significant relationships between variables as discussed in Chapter 3.

4.10 Research ethics

Permission was requested and granted by The African Women Chartered Accountants Forum, The Association of Black Securities and Investment Professionals and the Gordon Institute of Business Science. Participation in the survey was on a voluntary and anonymous basis. Anonymity was assured by the use of a URL to Survey Monkey and no request for personal identification information such as first name, surname and name of organisation. Confidentiality was assured as the researcher undertook to keep all data collected confidential.

4.11 Research limitations

The limitations of this study are related to these specific dimensions. Firstly, the type of organisations targeted was as listed organisation. Other types of unlisted organisations such as Small Medium and Micro Enterprises, State Owned Organisations and Non Profit Organisations were excluded. Secondly, the study was limited to African managers who reside in Gauteng. Thus findings in other provinces such as Cape Town, KwaZulu Natal may be different. Thirdly, the study was constrained in terms of time limitations due to the strict deadlines of MBA, thus the researcher could only gain

access to three databases as there was insufficient time to approach other professional bodies across the various industries.   A study of this nature requires a large sample size.

Furthermore, there are several limitations with the measurement instrument used. According to Saunders and Lewis (2012), online survey research may encounter problems such as low response rates, technical difficulties and issues involving sampling bias and representativeness. Although measures were taken to minimise these through the use of various databases and conducting a pilot study, they could not be completely eliminated as they are inherent to the measurement tool selected. Many individuals may have experienced difficulty in completing the survey due to low speed internet connections and the Survey Monkey URL being identified as spam, which could have impacted negatively on their ability to participate in the survey.

CHAPTER FIVE: RESEARCH RESULTS

5.1 Introduction

In the previous chapter the research design was outlined and the research methodology was discussed including the population, sample, measuring instrument, research procedure and the statistical procedures used. The research approach was described as quantitative.

In this section, findings of various tests conducted to prove or disprove the research propositions are presented and discussed in light of literature reviewed in chapter 2. In this Chapter, the results of the various procedures including basic descriptive, reliability testing, factor descriptive, correlation analysis and independent t-tests are documented. The results will be discussed in-depth in Chapter 6.

5.2 Data Collected

The pilot study enabled the researcher to test the effectiveness of the tool including the duration to complete. The wording of the questions was amended accordingly and the final questionnaire is attached in Appendix B.

A total number of 100 responses were received; only 79 questionnaires were used for statistical analysis as 21 were not fully completed. All responses were electronic; the source of the questionnaire was a URL link from survey monkey. The data collection instrument used a multiple item seven point Likert scale and the data collected was analysed using SPSS version 21.

5.3 Demographics of the sample group

The demographics of the respondents are described in the tables below. The demographic characteristics that were used include gender, age, management level, salary and industry.

5.3.1 Gender

Table 1: Gender

Gender	Frequency	Percent
Female	28	35.4
Male	51	64.6
Total	79	100.0

Table 1 shows that 64.6% of the respondents were male and 35.4 were female.

5.3.2 Age Group

Table 2: Age Group

Age	Frequency	Percent
17 or younger	1	1.3
18-20	1	1.3
21-29	13	16.5
30-39	51	64.6
40-49	12	15.2
50-59	1	1.3
Total	79	100.0

Table 2 shows that 1.3% of the respondents were in the age category of 21-30 years, 1.3% were in the age category of 18-20 years, 16.5% in the age category of 21-29 years, 64.6% in the age category of 30-39 years, 15.2% in the age category 40-49 years, 15.2% in the age category of 40-49 years and 1.3% in the age category of 50-59 years. In order to enable better statistical analysis the researcher combined aged categories as per Table 3 below:

Table 3: Age Group (recoded)

Age	Frequency	Percent
29 or younger	15	19.0
30 or older	64	81.0
Total	79	100.0

5.3.3 Management Level

Table 4: Management Level

Management Level	Frequency	Percent
Director / Executive Director	9	11.4
Middle Manager	40	50.6
Other – please elaborate	6	7.6
Senior Manager	24	30.4
Total	79	100.0

Table 4 provides information concerning the level of management of the position occupied by the respondents. 11.4% of the respondents were Directors, 50.6% were middle managers, 30.4 were senior managers and 7.6% were other. Respondents, who selected other, specified the following management levels in Table 5 below. The researcher combined the senior manager and the executive director categories for better statistical analysis as shown in Table 6 below.

Table 5: Management Level (other – specify)

Other (please specify)	Frequency	Percent

Associate	1	1.3
Associate in Investment Banking terms, Manager in broader organisation terms	1	1.3
Currently Acting CEO	1	1.3
General Manager	1	1.3
Specialist	1	1.3
Specialist in Production	1	1.3
Total	6	7.6

Table 6: Management Level (recoded)

Management Level	Frequency	Percent
Director / Executive Director / Senior Manager	33	41.8
Middle Manager	40	50.6
Total	73	92.4
Other	6	7.6
Total	79	100.0

5.3.4 Salary Level

Table 7: Salary Level

Salary Level	Frequency	Percent
R350 000 – R550 000	14	17.7
R550 001 - R750 000	23	29.1
R750 001 – R950 000	21	26.6
R950 001 – R1 250 000	10	12.7
R1 250 001 – R 1 500 000	5	6.3
Above R1500 000	6	7.6
Total	79	100.0

Table 7 shows the salary levels of the respondents. 17.7% were in the R350 000 – R550 000 salary category, 29.1% were in the R550 001 – R750 000 salary category, 26.6% were in the R750 001 – R950 000 salary category, 12.7% were in the R950 001 – R 1 250 000 salary category, 6.3% were in the R 1 1250 001 – R1 500 000 salary category and 7.6% were in the above R1 500 00 salary category. The researcher decided to combine salary levels as per Table 8 below in order to enable better statistical analysis.

Table 8: Salary Levels (recoded)

Salary Level	Frequency	Percent
R750 000 or less	37	46.8
R750 001 or more	42	53.2
Total	79	100.0

5.3.4 Industry

Table 9: Industry

Industry	Frequency	Percent
Financial Services	51	64.6
FMCG	3	3.8
Mining	5	6.3
Oil and Gas	3	3.8
Other	16	20.3
Telecom	1	1.3
Total	79	100.0

Table 9 shows the industry in which the respondents are employed in. 64.6% are employed in financial services, 3.8% in FMCG, 6.3% in mining, 3.8% in oil and gas, 1.3% in telecoms and 20.3% in other. The respondents, who selected other, specified the following industries in Table 10 below:

Table 10: Industry (other – specify)

Other (please specify)	Frequency	Percent
Automotive retail	1	1.3
Development Finance Institution	1	1.3
Energy	1	1.3
Farming and skills development and training	1	1.3
Freight	1	1.3
Other	2	1.3
Information Technology	1	1.3
infrastructure architecture and real estate (built environment)	1	1.3
IT	1	1.3
Logistics	2	2.5
Motor Retail	1	1.3
Oil and Gas	1	1.3
Rail	1	1.3
Transport	1	1.3
Total	16	19.0

Table 11: Industry (recoded)

Industry	Frequency	Percent
Financial Services	51	64.6
Other	28	35.4
Total	79	100.0

The researcher decided to combine the industry categories to financial services and other in Table 11 above, with 64% of the respondents currently employed in financial services.

5.4 Statistical Analysis Process Flow

In this Chapter, the results of the various procedures including basic descriptive, reliability testing, factor descriptive, correlation analysis and independent t-tests are documented. This section discusses this statistical process flow and the findings of each research proposition.

5.4.1 Descriptive statistics of the Sample Group

Descriptive statistics were used to analyse the data to provide further insights on the sample group. The descriptive statistics discussed below were used in the analysis of the data presented in this chapter.

- The Mean is calculated by summing the values of a variable for all observations and then dividing by the number of observations (Norusis, 2005). This describes the central tendency of the data.

- The Standard Deviation was calculated as the square root of the variance (Norusis, 2005). This describes the dispersion of the data. Since Standard Deviation is a direct form of Variance, it will be used in place of the latter when reporting.

- The Median can be considered as another measure of central tendency and can be described as middle value when observations are ordered from the smallest to the largest (Norusis, 2005).

- Hair et al., (2006) describes skewness as a measure of symmetry of a distribution, which in most cases is liked to a normal distribution Schepers (n.d.) emphasises those variables with a skewness higher than 2 should be avoided.

- Kurtosis is a measure of the peakedness or flatness of a distribution when compared with the normal distribution (Hair, Black, Babin, Anderson, and Tatham, 2006). Indices above 7 are considered extreme and show low reliability. (Schepers, undated).

5.4.2 Reliability and Validity

During the analysis of the data collected, the measurement instrument was tested reliability and validity of the survey instrument. According to Hair et al*., (2006) reliability can be described as assessing the degree of consistency between several measurements of a variable and can be measured using Cronbach's Alpha. The commonly accepted lower limit for Cronbach's Alpha is 0.70, and in some cases is reduced to 0.60 in exploratory research (Hair et al., 2006; Robinson, Shaver, and Wrightman, 1991a; and Robinson, Shaver, and Wrightman, 1991b). The four factors, namely brand, opportunity, culture and purpose were considered reliable as the Cronbach's Alpha were above 0.70, thus could proceed with data analysis and the findings for each research proposition are tabled in this chapter. The validity of the measurement instrument was also tested to ensure that it measures what it aims to measure.

5.4.3 Factor Analysis

Factor analysis was used to determine the reliability and validity of the questionnaire used in this study. Hair et al*.* (2006) describes factor analysis as an interdependence technique, used define the underlying structure among the variables in the analysis. This ensures that the results could be explained within the four factors identified namely brand, opportunity, culture and purpose.

5.4.4 Correlation Analysis

Correlation analysis was conducted for brand, culture, opportunity and purpose to ascertain the significance of the relationships between these factors. McDaniel and Gates (2006) define correlation analysis as the analysis of the degree to which changes in one variable are associated with changes in another. Correlation coefficients of -1.00 shows a perfect negative correlation, while +1.00 shows a perfect positive correlation and 0.00 shows that there is no correlation. The most commonly used measurement is the Pearson product-moment correlation, which is a measure of linear association between two variables. The correlation coefficient may be interpreted as shown in Figure 3 below:

Figure 3: Interpreting the correlation coefficient

Correlation Coefficient	Interpretation
-1.0 to -0.8	High
-0.8 to -0.6	Substantial
-0.6 to -0.4	Medium
-0.4 to -0.2	Low
-0.2 to 0.2	Very Low
0.2 to 0.4	Low
0.4 to 0.6	Medium
0.6 to 0.8	Substantial
0.8 to 1.0	High

5.4.5 Independent Sample T-Tests

The impact of these factors on retention were further analysed to ascertain whether there are any differences between demographics variables including gender, age, management level, salary level and industry using independent sample T-tests. SPPS Inc (2005) and Pallant (2011) explain that independent sample t-tests are used when the researcher has two different (independent) groups of people for example demographic categories such as gender or age and is interested in comparing their scores. Norusis (2005) states if the p-value is less than 0.05, then the results are said to be "statistically significant" at the 5% level.

5.5 Research Propositions

The respondents were asked a series of questions on factors that influence retention namely brand, opportunity, culture and purpose of the organisations. These factors are based on Ready, Hill and Conger (2008) framework for attracting and retaining talent. The respondents selected one of seven answers on a Likert scale which vary from totally disagree (1), largely disagree (2), slightly disagree (3), indifferent (4), slight agree (5), largely agree (6) and to totally agree (7). Descriptive statistics were used to analyse the data obtained from the responses to each of the questions for each factor. The findings are presented below for each factor.

5.5.1 Research Proposition 1: Brand

The impact of the **brand** of an organisation on retention of African managers was measured by the following questions on the questionnaire:

- The organisation being known for excellence plays a role in influencing my decision to stay.
- The organisation being known as a leading global company plays a role in influencing my decision to stay.
- Experiencing the leadership within the organisation as being inspirational plays a role in influencing my decision to stay.

Table 12: Brand – Frequency

		Totally Disagree	Largely Disagree	Slightly Disagree	Indifferent	Slightly Agree	Largely Agree	Totally Agree	Total
THE BRAND OF THE ORGANISATION - The organisation being known for excellence plays a role in influencing my decision to stay.	Count	2	4	3	3	17	28	22	79
	Row N %	2.5%	5.1%	3.8%	3.8%	21.5%	35.4%	27.8%	100.0%
THE BRAND OF THE ORGANISATION - The organisation being known as a leading global company plays a role in influencing my decision to stay.	Count	2	3	4	8	16	33	13	79
	Row N %	2.5%	3.8%	5.1%	10.1%	20.3%	41.8%	16.5%	100.0%
THE BRAND OF THE ORGANISATION - Experiencing the leadership within the organisation as being inspirational plays a role in influencing my decision to stay.	Count	5	2	0	4	7	29	32	79
	Row N %	6.3%	2.5%	0.0%	5.1%	8.9%	36.7%	40.5%	100.0%

Table 12 shows that, more than 78% of the respondents agree that the brand of an organisation has a positive impact on their decision to stay with the organisation.

Table 13: Brand – Descriptive Statistics

	N						
	Valid	**Missing**	**Mean**	**Median**	**Std. Deviation**	**Skewness**	**Kurtosis**
Brand	79	0	5.5570	6.0000	1.26617	-1.624	2.769

Table 13 shows a mean value of 5.5 which falls between five and seven on a seven point Likert scale. Thus showing that most respondents strongly agree that brand of an

organisation has a positive impact on their decision to stay with the organisation, with experiencing the leadership as being inspirational playing the biggest role as it has the highest mean of 5.80 as shown in Table 14 below. The skewness is less than 2 and kurtosis is less than 7 and this further enforces the reliability of this factor. Table 14 below shows the item descriptive statistics for each question on brand.

Table 14: Brand – Item Descriptive Statistics

	N		Mean	Median	Std. Deviation	Skewness	Kurtosis
	Valid	Missing					
THE BRAND OF THE ORGANISATION - The organisation being known for excellence plays a role in influencing my decision to stay.	79	0	5.54	6.00	1.500	-1.396	1.603
THE BRAND OF THE ORGANISATION - The organisation being known as a leading global company plays a role in influencing my decision to stay.	79	0	5.33	6.00	1.430	-1.225	1.261
THE BRAND OF THE ORGANISATION - Experiencing the leadership within the organisation as being inspirational plays a role in influencing my decision to stay.	79	0	5.80	6.00	1.636	-1.900	3.020

Table 15: Brand – Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.775	3

Table 15 above shows a Cronbach's alpha of 0.775 which is acceptable as it is greater than 0.7 and therefore the variables being used to measure the role of the brand of the organisation on the decision to stay within the organisation is reliable. Table 16 below shows the Cronbach's alpha for the individual questions on brand.

Table 16: Brand – Item Cronbach's Alpha

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
THE BRAND OF THE ORGANISATION - The organisation being known for excellence plays a role in influencing my decision to stay.	.668	.633
THE BRAND OF THE ORGANISATION - The organisation being known as a leading global company plays a role in influencing my decision to stay.	.555	.756
THE BRAND OF THE ORGANISATION - Experiencing the leadership within the organisation as being inspirational plays a role in influencing my decision to stay.	.617	.693

Table 17: Brand – Correlations

		Brand	Opportunity	Culture	Purpose
Brand	Pearson Correlation	1	.701**	.614**	.659**
	Sig. (2-tailed)		.000	.000	.000
	N	79	79	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Table 17 above shows that there is a relationship between brand and the other factors, namely; opportunity, purpose and culture, as the p values are less than 0.05. The Pearsons correlations are between 0.6 to 0.8, thus the relationship is substantially positive between all four factors, with the highest correlation between brand and opportunity.

Table 18: Brand – Group Statistics

			N	Mean	Std. Deviation
Brand	Gender	Female	28	5.5357	1.29048
		Male	51	5.5686	1.26543
	Age	29 or younger	15	5.5333	1.20053
		30 or older	64	5.5625	1.29014
	Management Level	Director / Executive Director / Senior	33	5.6162	1.29936
		Middle Manager	40	5.5500	1.29771
	Salary	R750 000 or less	37	5.5586	1.34956
		R750 001 or more	42	5.5556	1.20448
	Industry	Financial Services	51	5.5817	1.26990
		Other	28	5.5119	1.28134

Table 18 shows that the group statistics for the brand factor. The mean and standard deviation are very close to each other across all variables of gender, age, management level, salary level and industry. The mean is greater than 5 across all variables, thus indicating that most respondents agreed that brand has a positive impact on their decision to stay with the organisation.

Table 19: Brand – Independent Sample Tests

		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
Brand	Gender	-.110	77	.913	-.03291
	Age	-.080	77	.937	-.02917
	Management Level	.217	71	.829	.06616
	Salary	.010	77	.992	.00300
	Industry	.233	77	.816	.06979

Table 19 above shows that the p values are greater than 0.05 across all demographics, therefore there are no significant differences on the role of brand on the decision to stay across all demographics.

5.5.2 Research Proposition 2: Opportunity

The impact of the **opportunity** within an organisation on retention of African managers was measured by the following questions on the questionnaire:

- Being involved in challenging work in my job plays a role in influencing my decision to stay.
- Being identified as talent on an accelerated career track plays a role in influencing my decision to stay.
- Receiving continual training / development plays a role in influencing my decision to stay.
- Being paid a competitive salary plays a role in influencing my decision to stay.

Table 20: Opportunity – Frequency

		Totally Disagree	Largely Disagree	Slightly Disagree	Indifferent	Slightly Agree	Largely Agree	Totally Agree	Total
OPPORTUNITY WITHIN THE ORGANISATION - Being involved in challenging work in my job plays a role in influencing my decision to stay.	Count	3	0	0	2	2	26	46	79
	Row N %	3.8%	0.0%	0.0%	2.5%	2.5%	32.9%	58.2%	100.0%
OPPORTUNITY WITHIN THE ORGANISATION - Being identified as talent on an accelerated career track plays a role in influencing my decision to stay.	Count	3	1	2	2	10	23	38	79
	Row N %	3.8%	1.3%	2.5%	2.5%	12.7%	29.1%	48.1%	100.0%
OPPORTUNITY WITHIN THE ORGANISATION - Receiving continual training / development plays a role in influencing my decision to stay.	Count	4	1	0	4	16	22	32	79
	Row N %	5.1%	1.3%	0.0%	5.1%	20.3%	27.8%	40.5%	100.0%
OPPORTUNITY WITHIN THE ORGANISATION - Being paid a competitive salary plays a role in influencing my decision to stay.	Count	3	1	1	3	10	22	39	79
	Row N %	3.8%	1.3%	1.3%	3.8%	12.7%	27.8%	49.4%	100.0%

Table 20 shows that, more than 88% of the respondents highly agree that the opportunity within an organisation has a positive impact on their decision.

Table 21: Opportunity – Descriptive Statistics

	N		Mean	Median	Std. Deviation	Skewness	Kurtosis
	Valid	Missing					
Opportunity	79	0	6.0285	6.2500	1.19627	-2.635	7.938

Table 21 shows a mean value of 6.02 which falls between five and seven on a seven point Likert scale. This shows that most respondents highly agree that opportunity within the organisation has a positive impact on their decision to stay; with being

involved in challenging work in the role playing the biggest role as it has the highest mean of 6.32 as shown in Table 22 below. The kurtosis is 7.9 while the skewness is less than 2 and thus further enforces the reliability of this factor. Table 22 below shows the item descriptive statistics for each question on opportunity.

Table 22; Opportunity – Item Descriptive Statistics

	N		Mean	Median	Std. Deviation	Skewness	Kurtosis
	Valid	Missing					
OPPORTUNITY WITHIN THE ORGANISATION - Being involved in challenging work in my job plays a role in influencing my decision to stay.	79	0	6.32	7.00	1.256	-3.094	10.617
OPPORTUNITY WITHIN THE ORGANISATION - Being identified as talent on an accelerated career track plays a role in influencing my decision to stay.	79	0	5.99	6.00	1.454	-2.030	4.150
OPPORTUNITY WITHIN THE ORGANISATION - Receiving continual training / development plays a role in influencing my decision to stay.	79	0	5.80	6.00	1.505	-1.820	3.465
OPPORTUNITY WITHIN THE ORGANISATION - Being paid a competitive salary plays a role in influencing my decision to stay.	79	0	6.01	6.00	1.437	-2.072	4.462

Table 23: Opportunity – Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.866	4

Table 22 shows a Cronbach's alpha of 0.866 which is acceptable as it is greater than 0.7 and therefore the variables being used to measure the role of the opportunity within the organisation on the decision to stay is reliable. Table 24 below shows the Cronbach's alpha for the individual questions on opportunity.

Table 24: Opportunity – Item Cronbach's Alpha

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

OPPORTUNITY WITHIN THE ORGANISATION - Being involved in challenging work in my job plays a role in influencing my decision to stay.	.635	.860
OPPORTUNITY WITHIN THE ORGANISATION - Being identified as talent on an accelerated career track plays a role in influencing my decision to stay.	.783	.801
OPPORTUNITY WITHIN THE ORGANISATION - Receiving continual training / development plays a role in influencing my decision to stay.	.789	.798
OPPORTUNITY WITHIN THE ORGANISATION - Being paid a competitive salary plays a role in influencing my decision to stay.	.667	.849

Table 25: Opportunity – Correlations

		Brand	Opportunity	Culture	Purpose
Opportunity	Pearson Correlation	.701[**]	1	.804[**]	.701[**]
	Sig. (2-tailed)	.000		.000	.000
	N	79	79	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Table 25 above shows that there is a relationship between opportunity and the other factors, namely; culture, brand and purpose, as the p values are less than 0.05. The Pearsons correlations are between 0.7 to 0.9, thus the relationship is highly positive between all four factors with the strongest relationship between opportunity and culture.

Table 26: Opportunity – Group Statistics

Brand			N	Mean	Std. Deviation
Opportunity	Gender	Female	28	5.9911	1.28287
		Male	51	6.0490	1.15868
	Age	29 or younger	15	6.1500	1.34231
		30 or older	64	6.0000	1.16921
	Management Level	Director / Executive Director / Senior	33	6.0000	1.03833
		Middle Manager	40	6.0563	1.37571
	Salary	R750 000 or less	37	6.1149	1.31444
		R750 001 or more	42	5.9524	1.09215
	Industry	Financial Services	51	5.9706	1.42798
		Other	28	6.1339	.58326

Table 26 shows that the group statistics for the opportunity factor. The mean and standard deviation are very close to each other across all variables of gender, age, management level, salary level and industry. The mean is greater than 5 across all variables, thus indicating that most respondents highly agreed that opportunity within the organisation has a positive impact on their decision to stay with the organisation.

Table 27: Opportunity – Independent Sample Tests

		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
Opportunity	Gender	-.205	77	.838	-.05795
	Age	.435	77	.665	.15000
	Management Level	-.194	71	.847	-.05625
	Salary	.600	77	.550	.16248
	Industry	-.578	77	.565	-.16334

Table 27 above shows that the p values are greater than 0.05 across all demographics; therefore there are no significant differences on the role of opportunity within the organisation on the decision to stay across all demographics.

5.5.3 Research Proposition 3: Culture

The impact of the **culture** of an organisation on retention of African managers was measured by the following questions on the questionnaire:

- Experiencing the brand promise and culture within the organisation as authentic compared to what I expected when I joined, plays a role in influencing my decision to stay.
- Reward structures and promotions being based on merit across the organisation plays a role in influencing my decision to stay.
- Team work and connection being as equally important as individual achievement plays a role in influencing my decision to stay.
- Experiencing the culture of the organisations as being talent – centric plays a role in influencing my decision to stay.

Table 28: Culture – Frequency

		Totally Disagree	Largely Disagree	Slightly Disagree	Indifferent	Slightly Agree	Largely Agree	Totally Agree	Total
CULTURE WITHIN THE ORGANISATION - Experiencing the brand promise and culture within the organisation as authentic compared to what I expected when I joined, plays a role in influencing my decision to stay.	Count	3	3	4	7	14	32	16	79
	Row N %	3.8%	3.8%	5.1%	8.9%	17.7%	40.5%	20.3%	100.0%
CULTURE WITHIN THE ORGANISATION - Reward structures and promotions being based on merit across the organisation plays a role in influencing my decision to stay.	Count	2	1	6	4	5	27	34	79
	Row N %	2.5%	1.3%	7.6%	5.1%	6.3%	34.2%	43.0%	100.0%
CULTURE WITHIN THE ORGANISATION - Team work and connection being as equally important as individual achievement plays a role in influencing my decision to stay.	Count	1	3	2	6	11	27	29	79
	Row N %	1.3%	3.8%	2.5%	7.6%	13.9%	34.2%	36.7%	100.0%
CULTURE WITHIN THE ORGANISATION - Experiencing the culture of the organisations as being talent – centric plays a role in influencing my decision to stay.	Count	3	4	1	5	11	25	30	79
	Row N %	3.8%	5.1%	1.3%	6.3%	13.9%	31.6%	38.0%	100.0%

Table 28 shows that more than 78% of the respondents strongly agree that culture of an organisation has a positive impact on their decision to stay with the organisation.

Table 29: Culture – Descriptive Statistics

| | N | | | | Std. | | |
	Valid	Missing	Mean	Median	Deviation	Skewness	Kurtosis
Culture	79	0	5.6709	6.0000	1.27573	-1.729	3.069

Table 29 shows a mean value of 5.67 which falls between five and seven on a seven point Likert scale. Thus showing that there is most respondents strongly agree that the culture of an organisation has a positive impact on their decision to stay with the organisation; with reward structures and promotion being based on merit across the organisation playing the biggest role as it has the highest mean of 5.86 as shown in Table 30 below. The skewness is less than 2 and kurtosis is less than 7 and this further enforces the reliability of this factor. Table 30 below shows the item descriptive statistics for each question on culture.

Table 30: Culture – Item Descriptive Statistics

| | N | | | | | | |
	Valid	Missing	Mean	Median	Std. Deviation	Skewness	Kurtosis
CULTURE WITHIN THE ORGANISATION - Experiencing the brand promise and culture within the organisation as authentic compared to what I expected when I joined, plays a role in influencing my decision to stay.	79	0	5.35	6.00	1.536	-1.274	1.177
CULTURE WITHIN THE ORGANISATION - Reward structures and promotions being based on merit across the organisation plays a role in influencing my decision to stay.	79	0	5.86	6.00	1.491	-1.611	2.056
CULTURE WITHIN THE ORGANISATION - Team work and connection being as equally important as individual achievement plays a role in influencing my decision to stay.	79	0	5.78	6.00	1.393	-1.472	1.987
CULTURE WITHIN THE ORGANISATION - Experiencing the culture of the organisations as being talent – centric plays a role in influencing my decision to stay.	79	0	5.68	6.00	1.606	-1.543	1.807

Table 31: Culture – Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.867	4

Table 31 above shows a Cronbach's alpha of 0.867 which is acceptable as it is greater than 0.7 and therefore the variables being used to measure the role of the culture of

the organisation on the decision to stay within the organisation is reliable. Table 32 below shows the Cronbach's alpha for the individual questions on culture.

Table 32: Culture – Item Cronbach's Alpha

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CULTURE WITHIN THE ORGANISATION - Experiencing the brand promise and culture within the organisation as authentic compared to what I expected when I joined, plays a role in influencing my decision to stay.	.610	.874
CULTURE WITHIN THE ORGANISATION - Reward structures and promotions being based on merit across the organisation plays a role in influencing my decision to stay.	.727	.827
CULTURE WITHIN THE ORGANISATION - Team work and connection being as equally important as individual achievement plays a role in influencing my decision to stay.	.766	.814
CULTURE WITHIN THE ORGANISATION - Experiencing the culture of the organisations as being talent – centric plays a role in influencing my decision to stay.	.782	.804

Table 33: Culture – Correlations

		Brand	Opportunity	Culture	Purpose
Culture	Pearson Correlation	.614**	.804**	1	.736**
	Sig. (2-tailed)	.000	.000		.000
	N	79	79	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Table 33 above shows that there is a relationship between culture and the other factors, namely; opportunity, purpose and brand, as the p values are less than 0.05. The Pearsons correlations are between 0.6 to 0.9, thus the relationship is substantially positive between all four factors, especially between culture and opportunity.

Table 34: Culture – Group Statistics

Brand			N	Mean	Std. Deviation
Culture	Gender	Female	28	5.6250	1.43291
		Male	51	5.6961	1.19511
	Age	29 or younger	15	5.8833	1.40429
		30 or older	64	5.6211	1.25039
	Management Level	Director / Executive Director / Senior	33	5.7879	1.04418
		Middle Manager	40	5.5563	1.48980
	Salary	R750 000 or less	37	5.7162	1.31519
		R750 001 or more	42	5.6310	1.25455
	Industry	Financial Services	51	5.6814	1.40096
		Other	28	5.651	1.03266

Table 34 shows that the group statistics for the culture factor. The mean is greater than 5 across all variables, thus indicating that most respondents strongly agreed that the culture within the organisation has a positive impact on their decision to stay with the organisation. The mean and standard deviation are very close to each except for age and management level showing that the culture of an organisation plays a slightly bigger role for those who are 29 years or younger and for those in senior management levels.

Table 35: Culture – Independent Sample Tests

		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
Culture	Gender	-.235	77	.814	-.07108
	Age	.714	77	.477	.26224
	Management Level	.753	71	.454	.23163
	Salary	.295	77	.769	.08526
	Industry	.098	77	.922	.02959

Table 19 above shows that the p values are greater than 0.05 across for gender, salary level and industry demographics, therefore there are no significant differences on the role of the culture within the organisation on the decision to stay with the organisation across these demographics. However there are slight differences when looking at age and management level demographics as their p values are slightly less than 0.05.

5.5.4 Research Proposition 4: Purpose

The impact of the **purpose** an organisation on retention of African managers was measured by the following questions on the questionnaire:

- The organisation having a clear and meaningful mission and values plays a role in influencing my decision to stay.
- The organisation's business model being seen as a game changer where I am part of redefining the nation and world economy plays a role in influencing my decision to stay.
- The organisation being committed to helping the unfortunate through meaningful corporate social investment initiatives plays a role in influencing my decision to stay.

Table 36: Purpose – Frequency

		Totally Disagree	Largely Disagree	Slightly Disagree	Indifferent	Slightly Agree	Largely Agree	Totally Agree	Total
PURPOSE OF THE ORGANISATION - The organisation having a clear and meaningful mission and values plays a role in influencing my decision to stay.	Count	3	3	4	8	14	31	16	79
	Row N %	3.8%	3.8%	5.1%	10.1%	17.7%	39.2%	20.3%	100.0%
PURPOSE OF THE ORGANISATION - The organisation's business model being seen as a game changer where I am part of redefining the nation and world economy plays a role in influencing my decision to stay.	Count	1	3	3	8	10	29	24	78
	Row N %	1.3%	3.8%	3.8%	10.3%	12.8%	37.2%	30.8%	100.0%
PURPOSE OF THE ORGANISATION - The organisation being committed to helping the unfortunate through meaningful corporate social investment initiatives plays a role in influencing my decision to stay.	Count	2	4	2	10	16	25	20	79
	Row N %	2.5%	5.1%	2.5%	12.7%	20.3%	31.6%	25.3%	100.0%

Table 136 shows that more than 77% of the respondents agree that the purpose of an organisation has a positive impact on their decision to stay with the organisation.

Table 37: Purpose – Descriptive Statistics

	N		Mean	Median	Std. Deviation	Skewness	Kurtosis
	Valid	Missing					
Purpose	79	0	5.4536	5.6667	1.30524	-1.277	1.376

Table 37 above shows a mean value of 5.45 which falls between five and seven on a seven point Likert scale. Thus showing that most respondents agree that the purpose

of an organisation has a positive impact on their decision to stay with the organisation; with the organisations business model being seen as a game changer where one is part of redefining the nations and the world economy playing the biggest role as it has the highest mean of 5.64 as shown in Table 38 below. The skewness is less than 2 and kurtosis is less than 7 and this further enforces the reliability of this factor. Table 38 below shows the item descriptive statistics for each question on purpose.

Table 38: Purpose – Item Descriptive Statistics

| | N | | | | | | |
	Valid	Missing	Mean	Median	Std. Deviation	Skewness	Kurtosis
PURPOSE OF THE ORGANISATION - The organisation having a clear and meaningful mission and values plays a role in influencing my decision to stay.	79	0	5.33	6.00	1.542	-1.220	1.036
PURPOSE OF THE ORGANISATION - The organisation's business model being seen as a game changer where I am part of redefining the nation and world economy plays a role in influencing my decision to stay.	78	1	5.64	6.00	1.423	-1.278	1.258
PURPOSE OF THE ORGANISATION - The organisation being committed to helping the unfortunate through meaningful corporate social investment initiatives plays a role in influencing my decision to stay.	79	0	5.39	6.00	1.514	-1.107	.871

Table 39: Purpose – Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.848	3

Table 39 shows a Cronbach's alpha of 0.848 which is acceptable as it is greater than 0.7 and therefore the variables being used to measure the role of the purpose of the organisation on the decision to stay within the organisation is reliable. Table 40 below shows the Cronbach's alpha for the individual questions on purpose.

Table 40: Purpose – Item Cronbach's Alpha

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

		Brand	Opportunity	Culture	Purpose

PURPOSE OF THE ORGANISATION - The organisation having a clear and meaningful mission and values plays a role in influencing my decision to stay.	.635	.867
PURPOSE OF THE ORGANISATION - The organisation's business model being seen as a game changer where I am part of redefining the nation and world economy plays a role in influencing my decision to stay.	.747	.763
PURPOSE OF THE ORGANISATION - The organisation being committed to helping the unfortunate through meaningful corporate social investment initiatives plays a role in influencing my decision to stay.	.775	.730

Table 41: Purpose – Correlations

		Brand	Opportunity	Culture	Purpose
Purpose	Pearson Correlation	.659**	.701**	.736**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	79	79	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

Table 41 above shows that there is a relationship between purpose and the other factors, namely; culture, opportunity and brand, as the p values are less than 0.05. The Pearsons correlations are between 0.6 to 0.8, thus the relationship is substantially positive between all four factors, especially between purpose and culture.

Table 42: Purpose – Group Statistics

			N	Mean	Std. Deviation
Purpose	Gender	Female	28	5.4286	1.36944
		Male	51	5.4673	1.28237
	Age	29 or younger	15	5.5556	1.27034
		30 or older	64	5.4297	1.32198
	Management Level	Director / Executive Director / Senior	33	5.5960	1.29034
		Middle Manager	40	5.3042	1.39591
	Salary	R750 000 or less	37	5.4955	1.22379
		R750 001 or more	42	5.4167	1.38676
	Industry	Financial Services	51	5.3660	1.45336
		Other	28	5.6131	.98450

Table 42 shows that the group statistics for the purpose factor. The mean is greater than 5 across all variables, thus indicating that most respondent's agreed that the purpose of the organisation has a positive impact on their decision to stay with the organisation. The mean and standard deviation are very close to each other except for management level and industry showing that the purpose of an organisation has a slightly bigger impact for those in senior management and those who work in other industries other than the financial services industry.

Table 43: Purpose – Independent Sample Tests

		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
Purpose	Gender	-.125	77	.901	-.03875
	Age	.334	77	.739	.12587
	Management Level	.920	71	.361	.29179
	Salary	.266	77	.791	.07883
	Industry	-.803	77	.424	-.24708

Table 43 above shows that the p values are greater than 0.05 across the following demographics: gender, age and salary level, therefore there are no significant differences on the role of the purpose of the organisation on the decision to stay across these demographics. However there are slight differences on the role of the purpose of the organisation on the decision to stay depending on the level of management and whether the respondent is employed in the financial services industry or not as the p values are slightly less than 0.05.

5.6 Findings of open-ended questions

The questionnaire contained a few open-ended questions that requested the respondents to list any other factors that would influence their decision to stay with the organisations or leave their previous employers and indicate how many employers they have worked for in the past five years.

The majority of the respondents indicated that they had worked for at least one or two employers in the past five years and thus could enrich the study with other factors from their own experience that have influenced them to stay or leave an organisation. These

additional findings were in line with the factors identified in the literature review in Chapter 2 and are discussed in detail in Chapter 6.

5.7 Summary of results

This study found that the opportunity within and organisation had the most positive impact on retention of African managers when compared to the other retention factors, followed by the culture of an organisation, the brand of an organisation and the purpose of the organisation. The opportunity within an organisation has the highest impact on the decision to stay within an organisation, with most respondents agreeing that being involved in challenging work in their role plays the biggest role.

There are no differences in the role of the brand of the organisation and the opportunity within the organisation in the decision to stay within the organisation across all demographic variables such as gender, age, management level, salary level and industry. The culture of an organisation plays a slightly bigger role for those who are 29 years or younger and for those in senior management levels. The purpose of an organisation has a slightly bigger impact for those in senior management and those who work in other sectors other than the financial services sector.

5.8 Conclusion

This chapter presented findings pertaining impact of the following factors on retention of African managers i.e. influence their decision to stay within the organisation: the brand of the organisation, the opportunity within the organisation, the culture within the organisation and the purpose of the organisation. The following chapter presents a discussion of the results as well as integrating the results with literature review.

CHAPTER SIX: DISCUSSION OF RESEARCH RESULTS

6.1 Introduction

The purpose of this chapter is to discuss the results presented in Chapter 5. These results will also be integrated with the literature review in Chapter 2. . The main objective of this study was to understand the factors that affect the retention of African managers. Based on the literature review in Chapter 2 and in particular the Ready, Hill and Conger (2008) framework, the retention factors were identified as brand, opportunity, and culture and purpose.

The results below discuss the impact of these retention factors on African managers. As discussed in Chapter 4, the sample consisted of African managers of both genders, who earned above R350 000 per annum and are employed by listed companies, in Gauteng.

6.2 Sample Demographics

More than 60% of the respondents in this study were male. This concurs with the findings of the Employment Equity Annual Report (2011) which showed that males constituted 60.11% of professionally qualified workers. Thomas (2004), Booysen and Nkomo (2006) and Selby and Sutherland (2006) all argue that insignificant progress has been made in achieving employment equity in South Africa. As discussed in chapter 2, this emphasises that despite introduction of various legislation and employment equity being a key focus for organisations, very little progress has been made in transforming the work place as gender gaps are still a reality.

81% of the respondents were over the age of 30, the age group between 30 and 39 years consisted of the highest number of managers with 64.6% of them falling within this group. This is an indication that the workforce population in South Africa is getting younger. The majority of the respondents were in middle management and only 30.4% and 11.4% in senior and top management respectively. The findings of low numbers of Africans in senior and top management are in line with the findings of other researchers such as Booysen (2007) highlighted in chapter 2. More than 60% of the

respondents were from the financial services industry and 53.2% of the respondents earn more than R750 000.

6.3 The role of brand on retention of African managers

The study found that more than 78% of African managers agree that the brand of an organisation has a positive impact on their decision to stay with the organisation.

The results of this study show that the organisation being known for excellence, the organisation being known as a leading global company and experiencing the leadership within the organisation as being inspirational plays a role in influencing African managers to stay with the organisation. Similarly to Ready, Hill and Conger (2008), this study found that this was especially true when the brand was associated with inspirational leadership, this encourages African managers to aspire to developing into great leaders and play a part in building a great global organisation.

The study also found that the brand of an organisation has a positive impact on the manager's decision to stay with the organisation across gender, age, management level, salary level and industry. Therefore all respondents place high value on the organisation having a leading global brand with inspirational leadership as they are seen to work for the best organisation. It is important for organisations to deliver and maintain the brand promise of being an excellent, leading global organisation with inspirational leadership in order to retain Black managers.

6.4 The role of opportunity on retention of African managers

The study showed that more than 88% of the respondents highly agree that the opportunity within an organisation has a positive impact on their decision and this concurs with Ready, Hill and Conger (2008). Nzukuma and Bussin (2011) that African senior managers took control of their careers and changed jobs to organisations that would invest in the development and improve their skills and experience rather that stay in an organisation they do not trust with their career aspirations. The study also discovered that even though they were happy with their peers and nature of work; they were unhappy with their line manager, compensation and growth opportunities.

Further to the study conducted by Nzukuma and Bussin (2011), the results of this study show that the opportunity within the organisation has the highest impact on the African

manager's decision to stay within the organisation irrespective of gender, age, management level, salary level and industry. The results of the study show that being involved in challenging work, being identified as talent on an accelerated career track and receiving continual training and development plays an important role in influencing the manager's decision to stay with the organisation. The respondents indicated that being involved in challenging work in their role within the organisation had the highest impact on their decision to stay within the organisation.

Being given challenging work is important as it implies an accelerated career track within the organisation. This finding also concurs with Ryan (2012) who states that organisations have the responsibility of ensuring that potential leaders or managers are nurtured and allowed to show the abilities they possess. This also links to the findings of the study conducted by Fernández-Aráoz, Groysberg, and Nohria (2011) that also highlighted the importance talent management development of employees with potential which in turn reduces staff turnover.

This finding further emphasises that focusing on developing African managers will also increase the pipeline of senior management for the organisation. This concurs with Fernández-Aráoz, Groysberg, and Nohria (2011) who emphasised that the war for talent has intensified, even in sectors that show no growth, due to the shortfall of experience managers. They also highlighted that organisations across the world were focusing on retention as they believe that they do not have an adequate pool of talent to develop for critical roles.

This study found that the opportunity within and organisation had the most positive impact on retention of African managers when compared to the other retention factors, followed by the culture, the brand and the purpose of the organisation.

6.5 The role of culture on retention of African managers

The study found that more than 78% of the respondents agree that the culture of the organisation also has a positive impact on their decision to stay with the organisation which concurs with Ready, Hill and Conger (2008). The results of this study also showed that that culture played a positive role in the decision to stay for African managers across gender, salary level and industry they currently employed in. However, the culture of an organisation played a slightly bigger role for African managers who are 29 years or younger and for those in senior management levels.

The results also showed that all aspects of culture played a positive role in the decision to stay with the organisation for African managers. These aspects of culture include: experiencing the brand promise and culture within the organisation as authentic compared to what managers expected when they joined; reward structures and promotions being based on merit across the organisation; team work and connection being as equally important as individual achievement and experiencing the culture of the organisations as being talent – centric.

The majority of the respondents indicated that a culture of reward structures and promotion being based on merit across the organisation played a bigger role in their decision to stay in the organisations. This links to the study conducted by Wöcke and Sutherland (2008), who found that African managers compared to White managers were more positive about the employment equity legislation and expected it to translate to better career prospects, rewards, growth opportunities and compensation. This further also concurs with Duffield et al. (2011) who emphasised that the culture of an organisation is an important factor that influences retention and that the organisational culture is a necessity that any aspiring employer cannot overlook as it affects the organisations ability to attract new talent and retain existing talent. Duffield et al. (2011) found that a positive work environment had positive impact on job satisfaction and employee retention levels.

Therefore the culture of an organisation plays an important role in determining whether the organisation succeeds in retaining African managers over time or if they lose them. Organisations that do not focus on their culture will be in danger of losing African managers to other organisations that appear more willing and better placed to provide better working conditions and investment in their development.

6.6 The role of purpose on retention of African managers

The study shows that more than 77% of the respondents agree that the purpose of an organisation has a positive impact on their decision to stay with the organisation and this concurs with the findings in Ready, Hill and Conger (2008). The results of this study also showed purpose played a positive role in the decision to stay for African managers across age, gender and salary level. However, the purpose of an organisation played a slightly bigger role for African managers who are in senior management and for those who worked in other industries other than the financial services industry.

The respondents agree that all the following aspects of the purpose of the organisation influence their decision to stay with the organisation: the organisation having a clear and meaningful mission and values; the organisation's business model being seen as a game changer where they are part of redefining the nation and world economy and the organisation being committed to helping the unfortunate through meaningful corporate social investment initiatives. Most African managers indicated that the organisation's business model being seen as a game changer where one is part of redefining the nations and the world economy plays a bigger role in their decision to stay.

Therefore in order to retain African managers, organisations have to value global citizenship and be committed to the country and improving the lives of the poor.

6.7 Additional findings

The responses to the open-ended questions further supported that brand; opportunity, culture and purpose play a positive role in retaining African managers. The respondents also highlighted that the following also play a role in influencing their decision to stay in the organisation: security of having a job, being close to family, flexible working hours, a good relationship with their line manager, opportunities for working in Africa and international travel.

The respondents also highlighted the absence of racism, commitment to transformation and an even spread of opportunities and remuneration across racial lines as important factors that influence their decision to stay with the organisation. These findings concur with Booysen (2007) who emphasised that the transformations South Africans have experienced post-apartheid, resulted in changes in the workplace including a

noticeable shift in power and identity crises which affect the organisation's ability to retain talent, especially Black managers.

The respondents also highlighted that they left previous employers due to some of the following reasons: bad management, unfair discrimination, lack of meritocracy, Black candidates being used as tokens, lack of opportunities, no investment in personal development, lack of a clear mandate, poor organisation culture, lack of innovation and poor management style. Respondents indicated that they moved on to organisations with better opportunities, culture, brand and purpose which are in line with the findings of Ready, Hill and Conger (2008).

6.8 Conclusion

In this chapter, the results were discussed for each research proposition. Reference was made to the theory and literature review in Chapter 2. The results of this study found that the opportunity within and organisation had the most positive impact on retention of African managers when compared to the other retention factors, followed by the culture, the brand and the purpose of the organisation.

The next chapter highlights the main findings of the research, the recommendations to stakeholders, the suggestions for future research and managerial implications.

CHAPTER SEVEN: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

The purpose of this research was to identify the factors that will influence Black managers to stay in an organisation. The sample comprised of African managers of both genders, who earned above R350 000 per annum and are employed by listed companies in Gauteng. Ready, Hill and Conger (2008) framework was adapted and four variables were used to identify the factors that will influence Black managers to stay in an organisation. The four variables were the brand of an organisation, the opportunity within an organisation, the culture within an organisation and the purpose of an organisation.

7.2 Conclusion based on findings

The findings of this study are consistent with the arguments of researchers that brand, opportunity, culture and purpose play a role in retention. Based on the findings of this study, the researcher concludes that all four factors had a positive impact on the decision of an African manager's decision to stay with an organisation. Furthermore, the researcher also concludes that the opportunity within and organisation has the most positive impact on retention of African managers when compared to the other retention factors, followed by the culture, the brand and the purpose of the organisation.

Firstly, study concludes that the opportunity within the organisation has the highest positive impact on the African manager's decision to stay within the organisation irrespective of gender, age, management level, salary level and industry. Also, that African managers place a high value on being involved in challenging work in their role within the organisation.

Secondly, the study concludes that the culture of an organisation plays a positive role in influencing the African manager's decision to stay with an organisation. This was especially true for an organisational culture where reward structures and promotion being based on merit across the organisation. Culture played a positive role in the decision to stay for African managers across gender, salary level and industry they

currently employed in. However, it played a slightly bigger role for African managers who are 29 years or younger and for those in senior management levels.

Thirdly, the study concludes that brand also has a positive impact on the African manager's decision to stay with the organisation across gender, age, management level, salary level and industry. This was especially true when the brand was associated with inspirational leadership, which challenges employees to become great leaders and contribute to building a great global organisation.

Lastly, the study concludes that the purpose of an organization plays a positive role in influencing the African manager's decision to stay with the organisation especially where the organisations business model is seen as a game changer where one is part of redefining the nations and the world economy. Purpose played a positive role in the decision to stay for African managers across age, gender and salary level. However, it played a slightly bigger role for African managers who are in senior management and for those who worked in other industries other than the financial services industry.

7.3 Recommendations to stakeholders

The findings of this study, within the research limitation discussed in Chapter 4, suggest that managers, executive committee members and human resource executives in particular, need to understand that in order for organisations to retain Black managers, they need to consider that:

- Opportunity within an organization is the most important factor that influences retention of African managers and this includes:
  - o Challenging work,
  - o Stretch assignments,
  - o Continual training and development and
  - o Competitive pay.

- To most African managers, inspirational leadership is a key component of the brand of the organization and plays a big role in their decision to stay with the organisation.

- Line managers need to act as coaches and be accountable for ensuring that all staff, including African managers, has personal development plans that ensure that they are up skilled and exposed to stretch assignments.

- It is important to African managers that the brand promise is kept in order to retain them, a brand of being an excellent leading global organisation will attract them but must be maintained in order for them to stay in the organization.

- Reward structures and promotion must be based on merit across the organisation, therefore an authentic, transparent, talent centric culture is key.

- The values of the organization must be alive and embedded in the culture.

- Commitment to transformation including corporate social initiatives must be visible and authentic

The research findings may have an impact on African managers as well. They need to consider that:

- They should investigate and evaluate new employment opportunities to assess the brand, opportunity, culture and purpose of an organization.

- They need to know which retention factors are important to them as individuals in order to assess compatibility with prospective employers.

- Remuneration is not the only thing that makes a job attractive, but it is also important to ensure that the job is challenging, will have stretch assignments and the organization has a proven track record of investing in the personal development of Black employees.

- They should interview employees in the prospective employer to ensure that they get a good understanding of how other African managers are experiencing the culture and brand promise of the organization before making a decision to join.

7.4 Recommendations for future research

It is recommended that further research be conducted on the following topics:

- The retention of Black managers in Cape Town in comparison to Johannesburg

- How to attract Black managers.

- The impact of transformation on meritocracy.

- The effect on transformation on the performance of organisations.

- Why organisations are taking so long to meet Broad Based Black Economic Empowerment targets

Lastly, a methodological recommendation, for future research, the researcher recommends that a combination of a qualitative and quantitative research design be used on a wider sample across the provinces in South Africa.

7.5 Managerial Implications

Organisations have the ability to influence their environment in order to retain Black managers. Organisations need to ensure that they not only focus their efforts on attracting Black talent but also on what they can do to retain them. High staff turnover rates are not sustainable and can be very costly especially in South Africa where the war for Black talent is intense due to scarcity. Organisations need to ensure that the brand promise is kept, that African managers experience the same culture they expected when they joined, that their roles are meaningful and challenging. Simply employing Black managers as tokens is not sustainable. Organisations also need to ensure that they are visibly committed to transformation and improving the lives of the poor in South Africa as this is important to African managers as most of them have experienced poverty themselves.

7.6 Conclusion

The research results support the Ready, Hill and Conger (2008) model that the brand, opportunity, culture and purpose of organisation are key retention factors. It was interesting that the research showed that opportunity within the organisation has the highest positive impact on retaining African managers. Therefore organisations need to focus their efforts on ensuring that African managers are involved in challenging work, are identified as talent on an accelerated career track and are receiving continual training and development.

It is argued that this research will contribute to organisations in South Africa understanding how to retain Black managers.

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9. APPENDICES

9.1 Appendix A: Covering Letter

Dear Participant,

I, Zukie Siyotula-Manyoha, is undertaking a research project for a Masters in Business Administration (MBA) degree with the Gordon Institute of Business Science in Illovo. I am conducting research in order to understand how to retain African managers by understanding the factors that will pull them to stay in the organisation. To this end, I kindly request you that you complete the following short questionnaire.

Please do not enter your name or contact details on the questionnaire to ensure anonymity is guaranteed. The questionnaire should take no more than 15 minutes to complete. Kindly complete the questionnaire on or before 30 August 2012.

Your participation is voluntary and you can withdraw at any time without penalty. All data will be kept confidential and if you have any concerns, please contact my supervisor or I.

Our details are provided below:

Researcher: Ms Zukie Siyotula - Manyoha   Supervisor: Mr Sipho Masondo

Email: zukies0@gmail.com   Email: smasondo@tiscali.co.za

Signature of researcher: _____   Date: _____

Signature of supervisor: _____   Date: _____

9.2 Appendix B: Sample Questionnaire

GENERAL INSTRUCTIONS

This questionnaire must be completed by African managers who earn at least R350 000 per annum and are employed by listed companies, in Gauteng. Please answer all the questions.

SECTION A: BACKGROUND INFORMATION

1. Gender

1.1	Male	1
1.2	Female	2

2. Age

3.1	Less than 25	1
3.2	26 – 30	2
3.3	31 – 40	3
3.4	41 – 50	4
3.5	Above 50	5

3. Management level in your organisations

3.1	Middle Manager	1
3.2	Senior Manager	2
3.3	Director / Executive Director	3
3.4	Chief Executive Officer	4
3.5	Other – please elaborate	5

4. Salary Level

4.1	R350 000 – R550 000	1
4.2	R550 001 - R750 000	2
4.3	R750 001 – R950 000	3
4.4	R950 001 – R1 250 000	4
4.5	R1 250 001 – R 1 500 000	5
4.6	Above R1500 000	6

5. Industry you currently employed in

5.1	Financial Services	1
5.2	Mining	2
5.3	Oil and Gas	3
5.4	FMCG	4
5.5	Telecoms	5
5.6	Other – please specify	6

SECTION B: RETENTION

State the level of agreement for each of the following retention factors in influencing your decision to stay in your current organisation. Please try to spread out your responses across the scale to reflect the relative importance of the items.

Scale explanation:

Totally Disagree 1	Largely Disagree 2	Slightly Disagree 3	Indifferent 4	Slightly Agree 5	Largely Agree 6	Totally Agree 7

Please answer every item below:

List of retention factors	1	2	3	4	5	6	7
6. THE BRAND OF THE ORGANISATION							
The organisation being known for excellence plays a role in influencing my decision to stay.							
The organisation being known as a leading global company plays a role in influencing my decision to stay.							
Experiencing the leadership within the organisation as being inspirational plays a role in influencing my decision to stay.							
7. OPPORTUNITY WITHIN THE ORGANISATION							
Being involved in challenging work in my job plays a role in influencing my decision to stay.							
Being identified as talent on an accelerated career track plays a role in influencing my decision to stay.							
Receiving continual training / development plays a role in influencing my decision to stay.							
Being paid a competitive salary plays a role in influencing my decision to stay.							
8. CULTURE WITHIN THE ORGANISATION							
Experiencing the brand promise and culture within the organisation as authentic compared to what I expected when I joined, plays a role in influencing my decision to stay.							
Reward structures and promotions being based on merit across the organisation plays a role in influencing my decision to stay.							
Team work and connection being as equally important as individual achievement plays a role in influencing my decision to stay.							
Experiencing the culture of the organisations as being talent – centric plays a role in influencing my decision to stay.							
9. PURPOSE OF THE ORGANISATION							

The organisation having a clear and meaningful mission and values plays a role in influencing my decision to stay.							
The organisation's business model being seen as a game changer where I am part of redefining the nation and world economy plays a role in influencing my decision to stay.							
The organisation being committed to helping the unfortunate through meaningful corporate social investment initiatives plays a role in influencing my decision to stay.							

10. Please list any other factors that would influence your decision to stay with an organisation that is not stated above.

_____

_____

_____

___

11. Please list any other factors that might have influenced your decision to leave your last employer

_____

_____

_____

___

12. Please state how many organisations you have worked for in the last five years

_____

_____

___