AN INVESTIGATION INTO JOB SATISFACTION AND TURNOVER INTENTIONS AMONGST ENGINEERS IN GAUTENG

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ABSTRACT

The study of job satisfaction is central to the behaviour of employees within an organisation. The organisation under study noted an increasing record of engineers that keep coming back to request Progressive International to replace them with another organisation. The study aims to establish job satisfaction amongst engineers and its impact of turnover intention in Gauteng region. Findings from the primary study concluded that the variables that influence job satisfaction and ultimately turnover intentions included recognition, opportunities for career growth, pay, the size of the organisation, and demographic variables such as age, gender and educational qualifications continuously predict turnover intentions. The results also revealed that the level of job satisfaction plays a significant role in the turnover intentions of an employee. It is recommended that organisations should involve employees in key strategic decision making processes of how best to improve the job satisfaction levels of engineers who are often a scarce skill in South Africa. There is need for continuous involvement and participation of employees in decision making regarding the maintenance of job satisfaction levels.

INTRODUCTION

The study is an investigation into job satisfaction and turnover intentions amongst engineers in Gauteng. The rapidly growing global economy has made employee retention a great concern for organisations since it has an impact on the performance and competitiveness (Medina, 2012:4). Although there have been several studies on the relationship between job satisfaction and employee's turnover intentions, there is none that has been done specifically on engineers in Gauteng. Previous researchers who include Egan, Yang and Bartlett (2004) confirmed that job satisfaction is directly related to employee’s turnover intentions. It is therefore important to establish the factors influencing job satisfaction and its impact on employee’s turnover intentions.

Background to the Study

Engineers in South Africa are amongst one of those few professions that have been regarded as a scarce skill in South Africa (Department of Home Affairs, 2014). Their continued scarcity has been exacerbated by the brain drain which has been caused by other countries offering better salaries than the South African market in addition to a search for a safer environment for their families. A study conducted by the International Social Survey Program (ISSP) revealed statistics on an international comparison of turnover intent based on “Work Orientations” in 2005 (Perez, 2008:7-8). The study asked a question on “How likely: try to find a job within the next 12 months”. The results of the study revealed that South Africa achieves just over 12% and the highest ranked turnover intentions were recorded for France which had 17.48% and Mexico with 17.42%. In addition the United States of America recorded (15.08%), Dominican Republic (14.63%), New Zealand (14.47%) and Australia (14.26%). Countries like Switzerland had a quota of 8.74%, which is 1.21% percentage point below the average turnover rate of 9.95% of all the 32 analysed countries (Perez, 2008:7-8). Low turnover intention rates were recorded in Japan which had 3.74% and Czech Republic (3.11%) Japan’s low rates were associated with the prevalent lifelong employment relations (Henneberger and Sousa-Poza, 2002:100). A study by Henneberger and Sousa-Poza (2007:17) argued that turnover in a macroeconomic environment tends to follow the economic trend. Although turnover have varied from one country to the next, psychology literature has revealed that “subjective measures such as job satisfaction, job security, and firm pride are the most important determinants of turnover intentions” (Henneberger and Sousa-Poza, 2002:1). For engineers in South Africa, job satisfaction amongst engineers is necessary since they have become a scarce skill, especially in this increasingly competitive environment in the context of technology. Thus this study is aimed at establishing job satisfaction and turnover intentions amongst engineers in Gauteng. The study has been propagated in view of retention, therefore the recommendations made will hinge towards the retention of engineers. There have not been any interventions on retentions in place to reduce this challenge.
Problem Statement
The recruitment consultancy is based in Gauteng and their main focus is to assist companies to recruit engineers for respective companies. From experience it has been noted that the search for engineers has increasingly grown. It has been noted that engineers are amongst the most difficult professions to retain in this competitive environment (Wilkinson, 2007:32). Perhaps this is because they are a rare profession to find, in both South Africa and the world at large. As a result this problem has become a challenge for engineering companies nationally and internationally (Wilkinson, 2007:33). It has been noted that there has been an increase in the number of engineers who keep coming back to request the consultancy to place them with another organisation.

Aim of the Study
The aim of the study is to determine job satisfaction and turnover intentions amongst engineers in Gauteng. From the findings, recommendations on reducing turnover intentions will be directed to managers of the respective companies that employ these engineers in Gauteng.

Research Questions
- What are the factors that lead to high levels of job satisfaction?
- What are the factors that influence turnover intentions?
- What recommendations can be provided to the relevant organisations for more targeted retention strategies, based on the perceptions of engineers?

Significance of the Study
This study will empower engineers and stakeholder representatives to better communicate with their respective managers in reaching consensus on meeting the needs of both parties and ultimately reduce turnover intentions. This study is expected to add value to the research field given the challenge of the brain drain currently faced by South Africa. This study will establish and understand the relationship between job satisfaction and turnover intentions of engineers in Gauteng given the rate at which these engineers have over time moved from one job to another over short periods of time. Establishing this relationship will reveal the factors influencing the turnover intentions of these engineers for managers to improve on improving job satisfaction amongst their employees for the overall performance of the organisation. Furthermore, the results of this relationship will provide more insight into implementation techniques and considerations which can be fruitful for the organisation.

LITERATURE REVIEW
Several studies on job satisfaction and turnover intentions have been conducted in general but none has been done on engineers in Gauteng. Therefore this research’s focus will add value in retaining engineers in Gauteng and in South Africa at large.

Definition of Job Satisfaction and Turnover Intentions
Job satisfaction has been defined as “an employee’s affective reactions to a job based on comparing desired outcomes with actual outcomes” (Egan, Yang, and Bartlett, 2004:5). Lund (2003:219) has argued that the job satisfaction of an employee is to an extent the matching of employees’ expectations of a job against the reality of the actual work. Job satisfaction is assessed based on intrinsic job elements (such as feelings of purpose) and extrinsic job elements (such as compensation) (Medina, 2012:7). Egan et al. (2004: 280) argued that employees’ job satisfaction expect a mix of these elements despite variations in the range and importance of these preferences. Thus the more the elements there are in this range, the more the employees’ dissatisfaction increases, thus resulting in greater employee turnover. For this particular study job satisfaction is defined as the extent to which employees’ (engineers) expectations are satisfied in comparison to what the organisation actually offers. Sousa-Poza and Henneberger (2002:1) brought in time factor in their definition of turnover which defined turnover intention as “the reflection of the (subjective) probability that an individual will change his or her job within a certain time period”. This study will adapt the definition of turnover intention of Sousa-Poza and Henneberger (2002:1) since this best explains the intention of engineers to leave.
disappointed and ultimately leave their job. Research by Martin (2007:24) contended that the more employees are satisfied with their jobs, the more they are committed to their goals of the organisation and unlikely to leave. Furthermore, Martin (2007:24) identified the various independent variable of job satisfaction. These are:

1. Opportunity – this refers to the availability of other jobs within the organisation
2. Routinisation – this is the level to which the job is repetitive in terms of routine
3. Participation – the level to which employees have power concerning their job and performance
4. Instrumental communication – this is the level to which employees have access to information from their managers
5. Integration – the level to which an employee relates to co-workers and friends within the working environment.
6. Pay – this refers to monetary and non-monetary benefits that are received by the employees for their service.
7. Distributive justice – the level “to which rewards and punishments are related to performance inputs into the organisation.”
8. Promotional opportunity – the level to which vertical or horizontal promotional growth is available for employees.
9. Professionalism – the level to which employees are dedicated to occupational standards of performance. The more dedicated employees are to occupational standards, the more professionalism there is.
10. General training – the level to which “occupational socialism of an individual results in the ability to increase the productivity of diverse organisations”
11. Kinship responsibility

Turnover Intentions

The intention of employees to leave the organisation has an effect on organisational status and ultimately employee productivity (Issa, Ahmad and Gelaidan, 2013:526). Some of the highlighted factors that lead to turnover intentions amongst employees in the workplace include “poor working conditions, low compensation, poor worker morale, job attitudes, inadequate benefits, and inadequate recruitment” (Milman, 2003:18). Dess and Shaw (2001:447-448) argued that some of the direct costs associated with voluntary turnover include “management time, replacement; temporary staff, recruitment and selection”. In addition, the indirect costs have been confirmed to include “cost of learning, organizational memory, pressure on remaining staff, morale, product/service quality, and the loss of social capital”.

Although the reasons of employees leaving their jobs vary, knowing the factors leading to employee turnover will assist in reducing the dissatisfaction of employees in the workplace and ultimately turnover intentions. The decision to leave an organisation is influenced by the intention to quit. Issa, Ahmad and Gelaidan (2013:526) contended that “theory of planned behaviour has been confirmed that behavioural intention is a predictor of actual behaviour”.

Turnover Process Models:

Studies on turnover intentions have been conducted widely. This has included models on turnover processes. Despite different scholarly contributions on turnover processes or stages followed, there seemed to be a common theme - that of the multistage process of following behavioural, attitudinal, and decisional components (Barak, Nissly and Levin, 2001:628). The following subsections present turnover process models that have been proposed by various authors.

March and Simon's Model: March and Simon's model was first proposed in 1958. According to this theory the two main factors affecting the decision to submit employees' resignation are employees' perceived ease of movement. This is referred to how employees perceive other available alternatives opportunities which initiates their desire to move (Morrell and Wilkinson, 2001:34-35). However, Perez (2008:23) stated that this model does not go without any limitations. One of the limitations highlighted was that the model presented a "static rather than procedural view of turnover". Furthermore some of the most important variables that affect the process of turnover included in this model were the role of stress or different forms of organisational commitment (Morrell et al., 2001:35). Another limitation is the fact that despite there being other intrinsic source of satisfaction, the use of pay as a motivation tool is over-emphasised (Morrell et al., 2001:33).

The Mobley's Model of Turnover: This model was first developed by Mobley in 1977. The model explained the process that was followed by a dissatisfied employee until the quitting point within an organisation. In essence this model explains the processes that a dissatisfied employer follows until they reach a resignation stage. The first stage of this model is evaluation of existing job by the employee. In this stage the employee determines whether they are satisfied or dissatisfied. At this stage the employee considers the option of quitting. Following the evaluation, the employee is motivated to look for other employment opportunities. The employee then considers the possibility of accepting any specific alternatives which becomes the second evaluation. Following this evaluation, the employee then compares his/her available alternatives to the current job. The sixth stage involves the employee considering the intention to stay or quit. In this comparison if the alternative option is favourable the employee will eventually decide to quit and leaves the job.

Sheridan and Abelson's Model: This model was introduced by Sheridan and Abelson in 1983. This model is also known as "cusp-catastrophe" and was developed to explain the turnover of nurses. The model provides a more complex process of turnover process because this was "based on the mathematical Catastrophe theory, which considers the dynamic withdrawal process that occurs over time and a discontinuous change from retention to termination" (Morrell et al., 2001:43 as cited in Perez, 2008:26). Sheridan and Abelson's model is relevant for future research since it played a significant role highlighting the ever changing processes of turnover (Morrell et al., 2001:44). In addition this model presents a significant argument between traditional and modern view of turnover process.

Price and Mueller's Model: This model was developed in 1986 and focused on causes of turnover (Morrell et al., 2001:43 as cited in Perez, 2008). Unlike March and Simon's model, this model provided a list of causes of turnover such as job dissatisfaction. Perez (2008:27) regarded turnover as a result of a decision process. The following factors were regarded as the causes of turnover (Price, 2008:601):

- **Exogenous variables** - these composed of three factors which were environmental (for example
Opportunity and kinship responsibilities), individual (e.g. General training) and structural (for example Routinisation) groups. Additional exogenous factors included social support.

- Endogenous variables - this included factors such as job satisfaction, organisational commitment and intent to leave.

This theory does not come with any limitations. Some of the confirmed limitations included the fact that the model lacked a fundamental theory of behaviour or action, which was a constraint in providing an adequate explanation for the turnover process (Perez, 2008:27). Furthermore, Morrell et al. (2001:38) argued that the study on nurses did not establish the interaction effects regarding the determinants of turnover.

Lee and Mitchell’s Model: This model was initiated by Lee and Mitchell in 1994. The model emphasised the psychological paths followed by employees in the turnover process. Lee and Mitchell’s model argued that apart from job dissatisfaction as a cause of turnover, the reasons for turnover were associated with a “variety of particular jarring events, identified as “shocks” (for example unsolicited job offer, changes in marital state or firm mergers)”. Furthermore, the theory stated that the four major psychological and behavioural components followed by majority of employees during turnover are shocks, scripts, image violations, satisfaction and job search (Perez, 2008:31). This criticism related to this model has been that some of the paths are difficult to explain, which should be examined in order to understand the turnover process as a whole (Perez, 2008:31).

Factors Influencing Job Satisfaction

Job satisfaction is a complex phenomenon which comprises of several facets influencing the mind of employees. This study acknowledges that job satisfaction is a product of different determinants. Determining factors that influence job satisfaction has relevant implications on the planning of manpower within an organisation. Thus identifying turnover intent at an early stage is vital in order to enable managers and planners to help implement courses of action. A study by Issa, Ahmad and Gelaidan (2013:527) has shown empirical evidence that job satisfaction is an important factor that predicts future mobility for organisations.

Autonomy: Perez (2008:35) regards autonomy as an individual’s ability to self-govern or control. This study regards autonomy as the ability of employees to have control over their jobs or their work activities as opposed to the organisation. Price (2009:308) defines autonomy in the workplace as “the amount of discretion that an employee has in carrying out his work activities”. Price confirms that majority of the studies have often confused the terms autonomy and interdependence. Whilst interdependence measures the degree to which each worker relies on other employees in doing their job, autonomy measures the degree of freedom that an employee has in his/her job (Price, 2009:308).

Pay Satisfaction: The dissatisfaction or satisfaction of pay amongst employees is an element of the difference between employee expectations of what they should receive and what they actually receive in terms of pay (Lum, Kervin, Clark and Reid, 2008: 307). Studies by Issa, Ahmad and Gelaidan (2013:526) measured the satisfaction of pay as one element of a multi-dimensional measure of job satisfaction. Some of the causes of pay satisfaction have been confirmed to include “personal and job inputs, monetary and nonmonetary outcomes, the comparison process, as well as pay policies and administration” (Issa, Ahmad and Gelaidan, 2013:526). Lum et al. (2008:308) argues that the implications of pay dissatisfaction have resulted in serious challenges for the organisation, such as high employee turnover, high absenteeism and ultimately decreased organisational performance and productivity. Thus, it can be concluded that there is a negative relationship between pay satisfaction and turnover intent.

Participation: Employees place a high value in their ability to voice their concerns within an organisation. In essence they would want to participate in company decisions especially if it concerns their working conditions and environment. Employees’ fears are related to wanting favourable outcomes in changing working conditions. Price (2008:449) states that participation is also associated with power in particular centralization, which is defined as “the degree to which power is differently distributed within the organization”. The more employees are allowed to participate in decision outcomes, the more power is decentralised. In a case where employees are allowed to participate in management decision outcomes, they are more contented, since they feel needed and wanted (Price, 2008:449). Thus employers need to place participation in their decision outcomes since this has a positive impact on job satisfaction.

Work flexibility: Goldenhar (2003:300) defines this as how employee conditions are negotiated. This may vary from adjusting working hours and times, scope and place of work. According to Okpara (2006:224), the two major types of work flexibility include “Flextime” and Flexplace. Flextime involves the adjustments in working hours which is when an employee can start work and the time that they finish work. “Flexplace” is more to do with deciding the location which is where a worker carries out their work. Thus with “Flexplace”, an employee the location of where they do their job is by choice (Goldenhar, 2003: 3). Okpara (2006:224) argued that employees are able to manage long work hours when they have control of where and when to work. This work flexibility goes hand in hand with the level of job satisfaction amongst employees.

Job Design: According to Torrington, Hall, Taylor, and Atkinson (2011: 84), job design is defined as “the process of putting together a range of tasks, duties and responsibilities to create a composite for individuals to undertake in their work and to regard as their own. Not only is it the basis of individual satisfaction and achievement at work, it is necessary to get the job done efficiently, economically, reliably and safely”. Perez (2008:86) defines job design as “the organization of tasks and the structuring of jobs in a way that provides satisfaction for job holders and increases their effectiveness”. When compared to other aspects of management such as leadership and style of management, job design has received little attention from both employers and policy makers in improving job satisfaction (Tasnim, 2006:162). It has been confirmed that little research has been conducted for employers to know the key components that should be taken into account when designing a job. However, Perez (2007:89) contends that the components of job design include activities of job enrichment, job enlargement and job rotation. Thus, job satisfaction is a worker response to job design.
Support from Supervisors: Support from supervisors in ensuring job satisfaction amongst employees is vital. Ribelin (2003:18) contends that leadership should provide support to their employees as a way to show support or consideration. Failure to do may result in negative leader-employee interactions and ultimately increased absenteeism and job satisfaction. Support from supervisor has a positive impact on turnover intent of employees and job satisfaction (Price, 2008:307).

Factors Influencing Turnover Intent
Psychological Determinants: Psychological determinants are defined as factors that affect the mental process and behaviour of employees within the workplace. Examples include “expectations, orientation, job satisfaction, organisational commitment, job involvement or affectivity” (Perez, 2008: 35). Whilst economists have argued the importance of pay in job satisfaction, psychologists have contested that there are variations in individual expectations on pay, such as distributed justice. According to Lee et al. (1996) as cited in Perez (2008:35) the school of psychology “often includes only those dimensions related to work issues and thus they neglect considering non-work factors as reasons for leaving work”.

Economic Determinants: According to Saari and Judge (2004:399) economist consider the decision of an employee to stay or leave using a rational cost-benefit assessment. The more equal the rewards to cost ratio of staying with his/her organisation, the more likely the employee will stay with the current organisation. The economic determinant of turnover intent is an analysis of the “turnover process with more emphasis on the interplay between externally determined variables such as pay” (Morrell et al, 2001:21). On the contrary, the sole economic perspective has been criticised for failing to “capture the complexity of the process of turnover within an individual firm” (Morrell et al, 2001:33). Focusing on turnover analysis during economic analysis is an opportunity to provide solutions that are practical.

Demographic Determinants: Also known personal characteristics, demographic variables are common in research on turnover. The two common demographic characteristics that directly impact turnover intent as identified by Perez (2008:88) are tenure and age. However, gender has also been known to influence turnover intent. A study by Hennerberger and Sousa Poza (2002:4), depending on the level of education, women are unlikely to change jobs as often as men. Saari and Judge (2004:398) argues that turnover intent for amongst older cohorts and men is more common Perhaps this is associated with the responsibilities that are often attached to men in households.

Consequences of Turnover: There are three negative consequences of turnover that were confirmed to impact the effectiveness of the organisation. These negative consequences include “the impact on organizational cost, operational disruption and demoralization of organizational membership” (Perez, 2008:15).

Turnover and Its Impact on Organisational Cost: Perez (2008:15) argued that a positive relationship between organisational efficiency and turnover rate exists. Those studies that have placed emphasis on turnover impact seemed to have also placed concern on organizational effectiveness which they have defined as a measure or system used to measure the extent to which an organisation achieves its goals (Price, 2009:319 and Perez, 2008:15).

Operational Disruption: Perez (2008:16) defines operational disruption as a case when “high interdependence of work roles within the company exists”. Losing a key employee who formed part of a highly interdependent and specialized process can negatively influence the ability of the others to conduct the day to day operations of the business. Perez (2008:16) argued that “the higher the level of position to be filled the greater the potential for disruption”. Of course the solution to this challenge would be to have back up personnel or hiring employees with multiple skills.

Demoralisation of Organisational Membership: This has been defined as “the impact of turnover on attitudes of the remaining members” (Perez, 2008:16). There is a possibility that the turnover of a lot of employees for an organisation may send a reflective sentiment to those employees that remain behind, such as questioning their incentive to stay within the organisation when others are leaving. So apart from financial costs of turnover, turnover can cause demoralisation of attitudes of members within an organisation (Perez, 2008:17). Demoralisation of these attitudes can emanate from perceived reason of leaving by employees. Thus, the demoralisation is dependent on the type of reasons associated with the turnover. Reasons associated with family issues or change in location are less demoralising than reasons associated with organisational dimensions, such as, pay, supervisory support, and organisational politics. The effects of these turnover challenges may be devastating in the long run for the respective organisation.

Relationship between Job Satisfaction and Turnover Intentions

Previous researchers have confirmed that job satisfaction is negatively related to employee turnover (Medina, 2012:3). Medina contends that “...the relationship between job satisfaction and actual employee turnover is moderated by intentions”. It can be deduced that the satisfaction of employees on the job and their intentions to leave the organisation has an ultimate impact on the performance of the organisation.

Other Theories on Job Satisfaction and Motivation

Apart from the theories discussed above, additional theories that address employee motivation and job satisfaction amongst employees include motivation theories and Goal Setting theory.

Motivation Theories: There are various theorists that proposed theories on motivation. Among the common ones was Frederick W. Taylor (1856-1917) who was regarded as the father of scientific management (1911). His observations of management and workforce are interdependent. Taylor further argued that to harness such potentiality pay and rewards (incentives) should be linked to the achievement of optimum goals. Whilst those who perform well get rewards and better pay, bad performers lose on this.

Goal Setting Theory: According to Lunenburg (2011:1), this theory places an emphasis on the relationship between goals and performance. This theory is confirmed to be “the underlying explanation for all major theories of work motivation” (Lunenburg, 2011:1). The overall findings of this theory is that “individuals who are provided with specific, difficult but attainable goals perform better than those given easy, nonspecific, or no goals at all"
Hackman and Oldman’s Job Characteristics Model:
Mukul, Rayhan, Hoque and Islam (2013:188) outline this model which explains “the relationship between job characteristics and individual responses to work”. The theory outlines the job characteristics that individuals are predicted to prosper in their work. Out of the five models of turnover processes discussed, it can be confirmed the major identified weakness that there is no one particular model that explains the turnover process adequately. This is mainly justified by the fact that turnover is a complex process which cannot be presented in a hierarchy format.

Rationale for Research Methodology
The study adopted an exploratory approach for this study. Saunders, Lewis and Thornhill (2009:145) argued that the exploratory method is the most useful (and appropriate) research design for those projects that are addressing a subject about which there are high levels of uncertainty and ignorance about the subject. In addition this approach is suitable when the problem or subject matter is not very well understood. This rationale supports the suitability of the research design of this study. This study is an interview guide to investigate the job satisfaction and turnover intentions amongst engineers in Gauteng. Saunders et al. (2009:145) suggested that survey strategy research designs are suitable for deductive approaches. In addition structured interviews are regarded as reliable, authoritative, easy to explain, which are some of the reasons are supporting the justification for choosing this as a suitable research design. In addition the exploratory research design provides an opportunity to allow the study to obtain deep, rich information which can be used to generate themes from similar or dissimilar interviews of the study. Creswell and Clark (2010:89) suggested that exploratory research is mainly used to identify the boundaries of the environment in which the problems, opportunities or situations of interest are likely to reside and to identify the salient factors or variables that might be found there and be of relevance to the research.

Research Design
Research design has been defined by Saunders, Lewis and Thornhill (2009:139) as “the overall plan for relating the conceptual research problem to relevant and practicable empirical research”. Saunders et al. (2009:139) confirmed that there are three categories of research design which are namely exploratory, explanatory and descriptive approaches. Given this is a qualitative study, the most suitable approach was the exploratory which is an appropriate research design for those projects that are addressing a subject about which there are high levels of uncertainty and ignorance about the subject, and when the problem is not very well understood (that is very little existing research on the subject matter.

Research Strategy
Saunders et al. (2009:151) identified two major research approaches namely qualitative and quantitative. Since this study aims to conduct interviews with the respective engineers to obtain rich information is be adopted in this study. Data is provided in the form of words which is rich data. Creswell and Clark (2010:12) opined that the benefit of using qualitative approach lies in “its ability to generate theory and gain contextual understanding of social phenomena”. Furthermore, Saunders et al. (2009:151) the use of qualitative data is relevant when the researcher aims to establish the feelings and attitudes of the participants. Owing to the exploratory and descriptive nature of this research (Robson, 2002), data collection, organisation and analysis is guided primarily by grounded theory, or inductive perspective, whereby the collection, examination and process of continual re-examination of data determine the research findings. As the social constructivist perspective is considered to be an integrated perspective. It is appropriate to use qualitative study for this research in the form of a structured interview to provide an in-depth understanding of the perceptions of these engineers on the factors influencing their job satisfaction and turnover intentions within their respective organisations. The research methodology establishes the feasibility of the current job satisfaction strategies that are in place. This type of research methodology is also known for its flexibility and adaptability to change.

Research Philosophy
A research strategy is defined as a general plan of how the researcher will conduct answering the research questions (Saunders et al., 2009:600). There are two key research philosophies, the positivism and phenomenology approaches. This study adopted the phenomenological/inductive approach in order to gain insight into job satisfaction and turnover intentions of engineers in Gauteng. Saunders et al. (2009:116) argued that phenomenology refers to the way in which humans make sense of the world around them. In this regard interpretations of the actions of others around leads to adjustment on meanings and actions. This study adopted a qualitative approach because it provided a platform to probe during the interviews.

Target Population
The target population of this study were engineers in Gauteng who have previously used the consultancy for recruitment purposes. The statistics of these engineers is approximately 89 in Gauteng.

Sampling Strategy
Various sampling strategies are used to select a subset of the target population. According to Bhattacherjee (2012:66) and Saunders, Lewis and Thornhill et al. (2009:213), the two major sampling strategies are probability and non-probability sampling. Whilst non-probability sampling refers to any kind of sampling where the selection of elements is not determined by the statistical principle of randomness, probability sampling, probability sampling is a key component in that each element in a sample frame should have a known, calculable chance of being included into the sample (Bhattacherjee, 2012:66). Purposive non-probability sampling is adopted in order to achieve the objectives of this study. Saunders et al. (2009:34) confirms that purposive sampling allows the researcher to use their own judgement in selecting cases that best meet achieving the research questions and objectives. The sample comprised of 10 engineers within Gauteng province. The criterion that was used to select the sample size was that these engineers were based in Gauteng region and their willingness to participate were important factors.
Data Collection Instrument
Qualitative approach uses various data collection methods which include interviews, focus groups, case studies, and observation (Saunders et al., 2009:329). For this study, semi structured interviews were used to collect the relevant data from the Engineers. Saunders et al. (2009:329) confirms that semi structured interviews are relevant when exploring and explaining themes identified through a questionnaire. In addition, the use of semi structured interviews allows the researcher to encourage an informal conversation covering certain themes and questions.

Interview Instrument Construction
The interview guide was developed based on the research questions and research questions of the study. In this regard the interview guide was developed using research questions that allowed further probing on the answered questions. For example, questions asked included questions such as “Provide your account of” or “What is your opinion on”. Questions that required participants to simply answer yes or no were avoided. Instruments from previous similar research (Medina, 2012:7; (Mbah and Ikemejuna, 2012:275) and research objectives were used to develop the interview questions of the study. Thus the two major sections that were presented in the interview guide included: Section A: Demographic factors and Section B: Job Satisfaction and Turnover Intentions

Pilot Study
A pilot study involves the testing a questionnaire or interviews in trying to minimise the respondents facing ambiguity of a questionnaire or interviews in answering these research instruments (Saunders et al. 2009:90). This facility also aids in ensuring validity and reliability of the research instrument - which is a necessary tool in research. Pilot testing of an interview guide should be done before collecting data for analysis. For this particular study a pilot test was conducted on 2 participants to refine the interview guide to allow for participants to have no problems in answering the questions. Furthermore, the supervisor and the research coordinator were consulted to obtain advice of the feasibility of the semi structured interview guide. Saunders et al. (2009:394) contend that asking group experts is relevant in order to ensuring content validity.

Data Analysis
Qualitative data has no standardised procedure for data analysis. However, Saunders et al. (2009:490) argues that data can be grouped into 3 main processes which include: • Summarising (condensation of meanings); • Categorisation (grouping) of meanings • Structuring (ordering) of meanings using narrative.

For this study, collected data is analysed using categorisation (grouping) of meanings. This method involves developing categories of the data collected and then attaching these categories into meaningful chunks of data. In this case collected data from each interview verbatim is transcribed according to the categorisation in use. Following this, themes (thematic analysis) and generalisations from evidence is extracted in order to present a coherent and consistent picture of the collected data. Qualitative content analysis was be used to analyse the results. When using content analysis, the aim is to build a model to describe the phenomenon in a conceptual form. Saunders et al. (2009:266) postulated that content analysis is a systematic and objective research method which describes and quantifies phenomena. This method of analysis allows the researcher to distil words into fewer content related categories.

Ethical Considerations
Each research should follow key ethical issues in the entire research process especially the data collection phase. Saunders et al. (2009:183) defines ethics as “the appropriateness of your behaviour in relation to the rights of those who the subject of your work or are affected by it.” Therefore the following ethical considerations were taken into account:

Ensuring participants have given informed consent: The participation of respondents should be voluntary in nature and this should be clearly communicated to the relevant participants before the data collection. Bhattacherjee (2012:137) confirms that no cohesion should be expected at any phase of the research process. In this study, participants were made aware of what the study entailed and that their participation was voluntary and thus they were free to withdraw from the study at any point during the research process. This was communicated in the form of a cover letter.

Ensuring no harm comes to participants: It is important that participants feel comfortable to participate in the study. Thus, their participation should not bring any harm to any other parties who are either involved or not involved in the study. The interview guide included a cover letter was included informing the participants that there were not coerced to participate in the study should they wish not to do so.

Ensuring confidentiality and anonymity: Confidentiality and anonymity was ensured in this study. Participants were not required to include their name in the consent form to participate in the study. All the information provided by the participants is kept confidential.

Ensuring that permission is obtained: Each participant is given a consent form to sign in agreeing to participate in the study.

Validity and Reliability of the study
Validity: The validity of the study establishes whether the results obtained meet all of the requirements of the research method (Saunders et al., 2009:56). To ensure the validity of the study, the study made use of as many participants as possible. All the engineers that were willing to participate in the study were included in the study. The concept of reliability is based on the fact that if the same study was done at any given time under the same conditions, the same results should be achieved. For this study the reliability was ensured through test-retest (pilot study) on respondents (2 participants) prior to the interview sessions. Refinements and clarifications were made to elicit appropriate data from the respondents.

Transferability: This approach was achieved through asking demographic questions that ask background data (such as age, gender, highest qualifications) to establish context of study and detailed description of phenomenon in question to allow comparisons to be made.

Credibility: In order to ensure the credibility of the study, the study allowed participants to voluntarily participate in the study. In this regard each person was approached and given an opportunity to accept or to participate in the study. This approach ensured that the data collection sessions involved only those who were genuinely willing to take part and prepared to offer data freely.

Elimination of bias: The study ensured the elimination of bias through eliminating the use of non-offensive interview
questions such as race. Furthermore all the interview questions were standardised, meaning they were asking the same questions from participants and each of the participants was assured that the results of the study were going to be used for the researcher's benefit only which decreased biasness.

Limitations of the Study
Limitations of study highlight obstacles that were beyond the control of the researcher. The data collection process was not without its own challenges. First the participants that had to be reached were engineers that have used the services of the consultancy. Even though the participants had agreed to participate in the study the process of following up on them to set up interviews proved to be difficult and time consuming given the nature of their jobs and their busy schedules. As a result the data collection process took longer than expected. The other limitation was the time and financial constraints. Given the time allocated to complete the study, the sample size was limited to a manageable time and within a constrained budget (in this case engineers in Gauteng) in order to complete the study timeously. As a result the findings of this study cannot be generalised for all the engineers in South Africa. The study obtained responses from all 10 participants.

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS
A total of 10 engineers were interviewed. Engineers that have used the services of the consultancy were interviewed until data saturation was reached. The results below illustrate the demographic results followed by the content analysis of the results collected using the section B of the interview guide.

Demographic Analysis
This was significant to establish if any relationship existed between any of the demographics with the perceptions of the engineers interviewed. The majority of the research participants that were accessible to participate in the study were male. This confirms the general perception that this profession is predominantly dominated by male gender. Empirical studies by Martin (2007:241) and Herrera (2003:56) proposed that female employees have lower levels of job satisfaction than male counterparts. On the contrary, (Cano and Miller, 2008:16) argued that gender had no significant feature in job satisfaction scores. The age category of the engineers that participated in this study shows that the majority (60%) are in their middle-age group of 25 to 34 years. On the other hand, 30% are within the 35 to 44 years age group. The minority (10%) fell into the 45 to 54 years age group. Martin (2007:240) argued that a lot of the studies that have been done over the past four decades have shown varying results on the relationship between age and job satisfaction. It is interesting to note that Herrera (2003:32); Mukul, Rayhan, Hoque and Islam (2013:188-195) proposed that "a positive linear relationship has also been found between employee age and job satisfaction. In this regard the employee became more satisfied with their job as the chronological age progressed. In terms of turnover intentions, Martin (2007:281) argued that the more the age increases, the more intention to stay within an organisation. Furthermore it was argued that the older the respondent get, the more likely they will invest within their respective organisations, thus increasing the intention to stay longer. Results illustrate that in terms of race, the majority of the engineers that agreed to participate in the study were African. Only 10% confirmed to be Indian race. Studies by Tuch and Martin (2009:45) indicated that Asians and Blacks had a lower job satisfaction compared to the white race. In a separate study by Emami, Moradi, Idrus and Almutairi (2012:8-23) indicated that blacks reported higher job satisfaction levels compared to the white race. Perhaps this is because the justification of job satisfaction amongst these groups is dependent on other factors such as the type of organisation, the number of differing race groups within that specific organisation. The results for education of the participating engineers illustrates that the majority (80%) of the engineers indicated that their highest qualification was a Bachelor's degree. Only 10% indicated they had a Diploma and another 10% confirmed to having an Honours. This indicates that apart from experience, education plays a key role to their job profiles. Literature by Mukul, Rayhan, Hoque and Islam (2013:188-195) confirmed that "higher levels of academic qualification were associated with significantly lower levels of job satisfaction. On the other hand, these studies also found that the higher education levels the employee tends to have, the more satisfied they are with their job and vice versa for employees with lower education levels (Mukul, Rayhan, Hoque and Islam (2013:188-195) ). The results show that the majority (60%) of the engineers had at most served their current respective organisations for between 1 and 5 years whilst only 20% had been with the organisation for less than one year. Some of the research participants have had longer tenure with their respective organisation, 10% serving between 6-10 years and 10% between 11-15 years. Research by Mukul, Rayhan, Hoque and Islam (2013:188-195) found that job satisfaction increased with the numbers of years of experience for employees. In relation to turnover intentions, Martin (2007:281) turnover intentions are positively related to the tenure of the respondent. The results show that participants' current job status confirmed that 70% were permanent in their respective positions at their organisations whilst 30% indicated that they were on contract.

Content Analysis of Data
Following transcribing the data, the first step to data analysis of the collected data involved identification of key common words that seemed to be used by the participants during the interview (Creswell and Clark, 2010:116) As explained in the research methodology chapter content analysis was used in analysing the data. Participants were asked a set of questions in a semi-structured interview. The responses to the questions are as follows:

Job Satisfaction and Turnover Intentions
The results outlined are in accordance with the objectives of the study. The results presented created sub themes which included pay satisfaction, work flexibility, supervisory support, training, company size, and worker participation in decision making. The findings made reference to turnover process models such as include March and Simon’s Model, The Mobley’s Model of Turnover, Sheridan and Abelson’s Model, Price and Mueller’s Model, and, Lee and Mitchell’s Model. Although the models are valid, studies (Barak, Nissly and Levin, 2001: 628) have shown that there is no one generic
turnover processes followed by individuals due to varying factors influencing job satisfaction.

Factors that influence job satisfaction
The participants were asked the factors that lead to high levels of job satisfaction amongst engineers. The engineers presented various factors that contributed to their job satisfaction. These results confirm with Martin (2007:235) who stated that leading theorists such as Hertzberg who highlighted that fulfilling the various needs of employees plays a significant role in their behaviour within organisations. Martin (2007:235) added that “job satisfaction is a frequently studied variable in organisational behaviour research, and also a central variable in both research and theory of organisational phenomenon”.

Determinants of job satisfaction for engineers
Pay satisfaction: The results reflect that engineers expect to be remunerated a market related and fair package commensurate with the job. Also pay does not sustain motivation. Of course one of the participants (respondent B) added the value of having benefits and rewards for employees as important characteristics for job satisfaction. This findings is consistent with Herzberg’s theory that if the hygiene factors are not provisioned it will cause job dissatisfaction. The factors that were indicated by respondent A and C are also confirmed by Perez (2008:40) who confirmed that additional factors such as appreciation, communication and fringe benefits are important characteristics for job satisfaction. In accordance with Herzberg’s motivating factors managers must recognise, create stimulating job assignments, develop employees. Two of the participants’ indicated that the pay should be adjusted to the competitive remuneration at the time.

Worker participation in decision making: When participants were asked about the role of worker participation in decision making for engineers, the results indicated that for all the participants, worker participation was one of the most important factors that were considered necessary for job satisfaction. The participants seemed to all agree that the value added is only possible if they are actively involved in decision making. According to Perez (2008:26), the Price and Muller model of 1981 postulates that there are certain conditions of work that have to exist within the workplace, which will contribute to the satisfaction and commitment of the employees. Provided these conditions are present, employees’ are less likely to leave the organisation (Martin, 2007:236). Work flexibility: The results show that fifty percent of the participants felt work flexibility plays a significant role in their job satisfaction. Respondent G argued that companies and engineers must use varied communication technologies to facilitate flexibility. However for participant D, work flexibility was the least of his worries because he indicated that most engineers love excelling at what they do, regardless whether they are at work or not. Perhaps this is because engineers are amongst the most demanded professions. Okpara (2006:224) argued that employees are able to manage long work hours when they have control of where and when to work. He further noted that this work flexibility goes hand in hand with the level of job satisfaction amongst employees.

Supervisory support: From the responses of the participants, the research shows that all the participants’ concurred that supervisor support play an important role in job satisfaction. The participants indicated that working together with their supervisors for external feedback for personal reflection, as well as sharing of innovative ideas played an important in their performance. However, the participants indicated that working under supervision or supervisor support is not a contributor to their job satisfaction. In this regard the supervisors have a role to play in ensuring the job satisfaction of their employees (Ribelin, 2003:18). Furthermore, support from supervisor has been cited as having a positive impact on turnover intent of employees and job satisfaction (Price, 2008:307).

Training: The participants were asked if training was a significant factor to their job satisfaction. From the results presented above, all of the participants indicated some form of training was significant for all the engineers in their field of expertise. Respondent F went on to argue that lack of a proper training program decreased productivity levels which may bear extremely expensive results for the organisation. Given the nature of the work and the environment these engineers work under, untrained engineers may cause working conditions to be unsafe, thus compromising the job satisfaction of the employees. The engineers indicated some of the benefits that are associated with training include gaining more knowledge in their field and thereby commanding more influence. Training was also confirmed to allow engineers to keep pace with the rapidly changing technology. Issa, Ahmad and Gelaidan, (2013:527) contend that the dimensions of job satisfaction include “pay satisfaction, supervisor, advancement opportunities, co-workers, satisfaction with work itself and customers’ satisfaction”.

Company size: The majority (80%) of the participants seemed to value bigger organisations than smaller organisations. Their justification for bigger organisations was associated with the fact that bigger organisations always give diverse environment and exposes individuals to various engineering concepts with no boundaries. In addition the participants indicated there is potential for personal and career growth. In addition larger companies were said to provide more support and mentorship to engineers. However, only two participants (respondent I and G) were not keen on the size of the organisation, justifying that as long as the responsibilities are challenging and support is provided by the management to execute the project successfully. In addition large companies were said to lack efficiency when it comes to quality, time and cost. The company culture and transformation becomes a challenge to change.

Factors that hinder job satisfaction: Although the majority of the participants had indicated that they were passionate about their jobs from the previous responses, the participants indicated the factors influencing job satisfaction within their professions. Twenty percent (respondent G and I) of the participants indicated the fact that race is still one of the major hindrances of job satisfaction amongst South African industries. Depending on the organisation, thirty percent of the participants (Respondent A, C and E) concurred that some of the factors that have hindered their job satisfaction include fair and equal opportunities, limited exposure, lack of recognition and growth. In support of these results, Henneberger and Sousa-Poza (2007:120), postulated that motivation theorists such as Herzberg and Mausner (1959) confirmed the importance of emphasizing the importance of fulfilling the “various needs of employees, which will determine their behaviour in organisations”. 

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Factors that influence turnover: This question aimed to establish the factors that drive engineers' turnover intentions. From the results, the most common factors that were indicated by majority of the participants (A, B, C, D, F, and G) were reward and recognition; opportunities for growth; and remuneration package expectations in comparison to other companies. Other additional factors that were indicated included racism, company culture, family and very volatile markets leading to uncertainty in company sustainability. Milman (2003:18) supports that the factors that lead to turnover intentions amongst employees in the workplace include "poor working conditions, low compensation, poor worker morale, job attitudes, inadequate benefits, and inadequate recruitment".

Impact of job satisfaction on turnover intentions: Respondent D goes on to confirm that there is a negative relationship between job satisfaction and turnover intentions. The satisfaction of an employee on the job has been confirmed by Mukul, Rayhan, Hoque, and Islam (2013:188-195) to be an important component of turnover models. Authors such as Issa, Ahmad and Gelaidan (2013:525) argued that job satisfaction and turnover intentions are negatively related. In this case the more satisfied that Engineers are, the more unlikely they will leave the organisation and vice versa applies.

Intention to Leave: All the participants indicated that they have an intention to leave the organisation. Respondent E participated in this study during his serving of notice for his current organisation. These results indicate that the Engineering field is faced with the challenge of regular turnover of employees. No one employee indicated having stayed at an organisation for long. Despite the turnover intentions of all the interviewed employees, respondent A postulated that engineering is an enormous and complex field, for one to master an environment they must at least spend five years or more in an organisation. Various models on turnover processes have been developed to explain turnover intentions. These include March and Simon’s Model, The Mobley’s Model of Turnover, Sheridan and Abelson’s Model, Price and Mueller's Model, and Lee and Mitchell’s Model. Although the models are valid, studies (Barak, Nissly and Levin, 2001: 628) have shown that there is no one generic turnover processes followed by individuals due to varying factors influencing job satisfaction.

Measures used to Retain Engineers
From the interview results, the most common factors that would be attractive to retain engineers would be opportunities for personal and career growth, salary and fringe benefits, and a conducive atmosphere for improved performance. Additional factors that would increase the attraction of employees was highlighted by respondent F who stated that job evaluation to monitor the performance appraisal would significantly add to their job satisfaction. These results concur with Mbah and Ikemefuna (2012:275) who state that “investigating the employees' value-perception can aid in managers building and creating work environments that help them to achieve high levels of employee satisfaction”.

What are the chances of you accepting another job of the same nature and compensation should you be offered?
The question was aimed to establish the turnover intentions of the participating respondents should they be offered an opportunity of the same nature and compensation. Seventy percent (respondent A, B, C, D, E, F, G and I) of the participants indicated that there were high chances that they would welcome new opportunities provided the environment offered new challenges and an opportunity for growth. These findings are supported by Perez (2008:35) and Hennerberger and Sousa Poza (2002:4) who provided three categories (psychological, economic, and demographic) of factors influencing turnover intent. Amongst these categories are factors such as external opportunity, training and company size. However twenty percent of the engineers (respondent E and H) indicated that they would unlikely consider positions of the same nature because it would be costly in terms of moving with their families and children who have established in the current schools that they are at. In addition, the results show that there are some contradictions in the findings because the demographics section the service rendered by the engineers showed that 20% stayed for more than 10 years. The results showed that variables such as recognition, opportunities for career growth, pay, the size of the organisation, and some of the demographic variables such as age, gender and educational qualifications continuously predict turnover intentions. The level of job satisfaction plays a significant role in the turnover intentions of an employee. From the results it can be deduced that although engineers are passionate about their professions, the majority (80%) indicated that they intend to leave their respective organisations. The most that they would want to work for an organisation is nothing more than 2 years. The findings of the study all contribute to the theoretical pool of results from previous studies. T This study found that job satisfaction is theoretically defined and theoretical models by Hertzberg have proposed significant motivation and job satisfaction theories that can be used by organisations to improve the behaviour of their employees within their organisations.

CONCLUSION AND RECOMMENDATIONS

Findings from the Primary Research

To Determine the Factors that Lead to High Levels of Job Satisfaction: The study found that there was a negative relationship between job satisfaction and turnover intentions. From the primary findings, the variables that at led to high job satisfaction were recognition, opportunities for career growth, pay, the size of the organisation, and some of the demographic variables such as age, gender and educational qualifications. These factors continuously predicted turnover intentions. In addition, the level of job satisfaction was highlighted as a significant factor of turnover intentions of an employee. Out of all the factors highlighted, pay satisfaction was considered to be the most dominant variable of turnover intention.

To Determine the Factors that Influence Turnover Intentions: The variables that were raised to be contributors of turnover intentions were not very different from factors that contribute to high levels of turnover intentions. Job satisfaction is a pre-requisite stage of turnover intention. The findings confirmed that if the expectations of employees are not met they will likely leave the organisation. Turnover intention dimensions that were drawn from the primary findings were pay, promotion opportunities and relationship with co-workers. Again pay was a dominant factor of turnover intention. The turnover intention models explained were relevant in explaining the
process of turnover intention that individuals intending to leave an organisation go through.

To Provide Recommendations to the Relevant Organisations for More Targeted Retention Strategies Based on the Perceptions of Engineers: Although the models allow the managers/leaders to understand the turnover processes that are followed by employees who intend to leave the organisation, the models were presented they have not been wholly satisfactory in predicting turnover, thus a re-conceptualisation of the models would add valuable knowledge to turnover intentions. Thus, addressing the needs of employees will go a long way on job satisfaction will contribute towards the reduction of turnover intention amongst employees.

CONCLUSION
The results showed that the engineers were very passionate about their jobs. However they were constantly searching for more opportunities of employment. The variables that were included in determining job satisfaction included opportunities for promotion, pay, working conditions, and supervision. Out of these variables, pay seemed to play a significant role in turnover intentions. The findings of this study correlated with previous studies by Egan, Yang, and Bartlett (2004); Henneberger and Sousa-Poza (2007) who confirmed that there is a negative relationship between job satisfaction and turnover intentions. Managers/leaders should understand job satisfaction and turnover intention related issues in order to incorporate this into strategic objectives of the organisation. The outcome of the study demonstrates that the job satisfaction varies amongst participants. However, management strategies and goals should be designed to cater for a balance between job satisfaction and the intention of employee turnover. Although there have been various definitions of turnover presented the study adapted the definition that closely suits the objectives of this study. One common element in all the literature outlined is that there is a negative relationship between job satisfaction and turnover intention. As highlighted earlier, it is important for managers to understand the variables that contribute to job satisfactions and the variables that contribute towards turnover intentions. These variables have been outlined in both the literature review and the findings of this study. It can be concluded that a relationship exists between the variables job satisfaction and turnover intentions. The qualitative study gathered information related to the engineers' perception on these variables. A contribution to the research field will be achieved. In addition the study also serves as a knowledge base for managers of these engineers so that they can improve some of their systems to minimize turnover intentions as much as possible. Turnover intentions models outlined can also be used to determine turnover intentions of these employees and rectify any discrepancies between their perceptions and their expectations. The fact that there are so many turnover intention models that can be used means that managers/leaders are better equipped with handling turnover intentions amongst their employees. The research conclusively established that there is a negative relationship between job satisfaction and turnover intentions. This means that the more employees are satisfied with their job, the less likely these employees would intend to leave the organisation and vice versa applied. Given the fact that engineers remain a scarce skill within the South African economy and the world at large, turnover intention will continuously remain a challenge for these respective organisations if their needs are not met or addressed. This ultimately has a financial impact on the respective organisations. Employees will continuously search for better opportunities elsewhere in this competitive business environment. Thus establishing the needs, wants, perceptions and goals of individual employees is vital in order to develop strategic decisions to improve job satisfaction and ultimately turnover intentions for the overall performance of the organisation. Currently there is no similar research that was conducted to establish the relationship between job satisfactions and turnover amongst engineers in Gauteng. As a result this study is of fundamental importance in enlightening the perceptions of engineers as well as managers on the factors that influence job satisfaction and how this impacts turnover intentions amongst their employees. The results of this study cannot be ignored because they either directly or indirectly affect the human resources management cost of the organisations which contradicts with the organisation's intention to minimize as many costs as possible. Apart from adding value to the knowledge field, the study goes a long way in assisting some of the job satisfactions challenges that managers/leaders face with their employees face in order to assist organisations to be strategic in their investment of human resources management and giving enough support to employees in order to improve organisational performance.

Recommendations
Providing possible recommendations from the study was one of the objectives of this study as stated in the first chapter. Based on the findings from primary and secondary studies, the following recommendations have been drawn.

• Given this study was more biased towards the views of the engineers; it would be interesting to also obtain the perceptions of the managers/leaders for also their opinions on the relationship between the variables.
• High levels of turnover intention can be minimized or eliminated by following thought processes such as establishing the reasons for turnover intention.
• The organisations should involve employees in key strategic decision making processes of how best to improve the job satisfaction levels so that engineers can be retained since it is often a scarce skill in South Africa.
• There is need for continuous involvement and participation of employees in decision making regarding the maintenance of job satisfaction levels.
• The managers can implement a joint goal setting and individual career path planning process with the engineers in order to meet the needs of each employee to improve organisational performance.
• The managers can conduct regular job designs or reviews and adjust to the changing motivational needs of employees and the dynamic business environment.
• The development of flexible working conditions strategies to accommodate unique employee and business needs which are in line with motivation theories.
• Consult employee representatives on key issues that influence their satisfaction on the job. This can be company representatives who are independent.
of being biased on either managers or employees. This platform will allow employees to air their grievances on job satisfaction.

Scope for Future Research

Several theories and models have been found to be useful for a better understanding of the turnover behaviour. However, particularly established models such as March and Simon’s model; Sheridan and Abelson model failed to explain the turnover phenomenon as a whole. They have not been wholly satisfactory in predicting turnover, thus a re-conceptualisation of the models would add valuable knowledge this phenomenon. The target group population that was used included engineers. Future research could include the employers’ or managers perceptions of job satisfactions amongst their employees (engineers) to obtain an overview of the perceptions of employers as well. This will allow a comparison between the perceptions of these two groups and possibly resolve the differences. The research design adopted for this study was qualitative in nature. An effort to reach as many participants as possible regarding the relationship between these variables would provide a broader picture to studies of this nature. Thus future research could be done through conducting both qualitative and quantitative study. The quantitative study would distribute a questionnaire to a larger sample group of engineers in Gauteng. In this regard a set of predetermined questions would be used to establish their perceptions. In studies of job satisfaction participation in decision making and job design contributes to job satisfaction. Although the study objectives were achieved, the study gave room for further studies which were also outlined in this chapter. The findings and recommendations of this study are expected to add significant value to improving job satisfaction and ultimately reduce turnover intentions amongst engineers in various organisations.

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