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Chapter No. 2

2.1 Introduction.

The purpose of this chapter is to review the past literature regarding Employees Turnover. Also being looked at is the influence of the employees dissatisfaction factors on Turnover. The literature discussed in this chapter will provide a base from which hypotheses are made. The section in the chapter includes discussion on various factors which results a high turnover level in the industries according to theorists and management consultants. The review has been taken to focus on the relationship between Employees Turnover and Dissatisfaction Factors.

2.2 Review of Literature

This study is related to employee turnover in Software sector in Pune city. The researcher has collected and scrutinized, analyzed and interpreted many research articles and tried to found out the relevance and lacking in the previous study.

2.2.1. (zheng WeiBo, 2010) According to empirical study it was found that there are various variables that directly bear on employee’s turnover such as employee’s job attitude, employee’s commitment, and job satisfaction factors lack of alternatives, organizational justice, flexible work arrangement and job coupling.

2.2.2. (Kumar, 2011) It was found that employee turnover or retention influenced by motivational factors existed in the organization. It was shown that work motivation to the employees is highest for personal growth than non-financial gains. Example: need for social affiliation and conformity, need for achievement, autonomy and self – Actualization.

2.2.3. (zepnep Ton, Feb 2008) It was found that the impact of employee turnover could be managed by the process of conformance. It had been observed that performance depended on the repetition of known tasks.
2.2.4. (Maringa, August 2010) It was found that employee turnover is positively related to working conditions prevailed in organization and career opportunity to the employee along with it was showed that job satisfaction directly bears on employee turnover.

2.2.5. (C.H.Ponnu and C.C.Chuah, October 2010) It was found that there is a strong and significant relationship between two components of organization justice, procedural justice and distributive justice with organizational commitment and employee turnover.

2.2.6. (Abdali, 2011) It was found that there are several causes of employee turnover and how organizational performance and professional qualification of the employee also suffer. The overall purpose of this study was to find out the effect of employee turnover on sustainable growth of organization in computer graphics sector of Karachi, Pakistan. This study specifically finds out the main causes and ground realities of the problem of employee turnover on sustainable growth of organization. The study could be of help in reviewing the relevant policies of similar organizations with regard to their human resources.

2.2.7. (Kumar, Turnover Intentions In Relation to Work Motivation of Banking Employees, June 2011) It was found that work motivation dimensions do not have good prediction values for turnover intentions. There is intrinsic factor like need for personal growth, need for achievement, and need for self control have a negative correlation with turnover.

2.2.8. (Kinicki,. 2001) It was found that inter-role conflict and job avoidance influences turnover indirectly and that employment rates affect turnover.
2.2.9. (Kreisman, 2002) It was found that disliking or not respecting the boss is the primary reason for talent loss. It was also found that because of its charismatic leaders people would join or leave the organization resulting to employee turnover.

2.2.10. (Ongori, June 2007) It was found that by advising various strategies which can be used by managers in various organizations to ensure that there is low employee turnover.

2.2.11. (Eric Thompson, 2008) It was found that how smoke – free laws influence turnover among restaurant workers which results in training costs.

2.2.12. (Geeta Sachdeva, June, 2011) Employee turnover is far more expensive than most people realize. In the worst case scenarios the loss of a single individual can put at risk a major project, with implications for the long term viability of the company. The findings of the present study reveal that respondents (Banking employees) have highest need for personal growth and lowest need for monetary gains amongst all the dimensions of work motivation. It has also been observed that overall work motivation level is high. Further the findings reveal that the general trend of relationship between dimensions of work motivation and turnover intentions is negative but non-significant.

2.2.13. (Morrell, Feb 2001) This paper offers a critique of the ‘unfolding’ model of employee turnover (Lee, Mitchell, Holtom, Daniel & Hill 1999), and is intended to contribute to debate on the theoretical and operational merits of this alternate approach to analyzing turnover. The critique explores the model’s conceptual framework and theoretical contribution, as well as offering thoughts on logistical and operational issues. (assessment).
2.2.14. (Mobley, Griffeth, Hand, & Meglino, May 1979,) Analysis of the literature reveals that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment are consistently and negatively related to turnover. Generally, however, less than 20% of the variance in turnover is explained. Lack of a clear conceptual model, failure to consider available job alternatives, insufficient multivariate research, and infrequent longitudinal studies are identified as factors precluding a better understanding of the psychology of the employee turnover process. A conceptual model is presented that suggests a need to distinguish between satisfaction (present oriented) and attraction/expected utility (future oriented) for both the present role and alternative roles, a need to consider non-work values and non-work consequences of turnover behavior as well as contractual constraints, and a potential mechanism for integrating aggregate-level research findings into an individual-level model of the turnover process.

2.2.15. (William, Griffeth, Hand, & Meglino, May 1979) The rapid growth of research on organizational citizenship behaviors (OCBs) has resulted in some conceptual confusion about the nature of the construct, and made it difficult for all but the most avid readers to keep up with developments in this domain. This paper critically examines the literature on organizational citizenship behavior and other, related constructs. More specifically, it: (a) explores the conceptual similarities and differences between the various forms of “citizenship” behavior constructs identified in the literature; (b) summarizes the empirical findings of both the antecedents and consequences of OCBs; and (c) identifies several interesting directions for future research.

2.2.16. (NARESH KHATRI, 1998) Employee turnover is giving sleepless nights to human resource managers in many countries in Asia. A widely-held belief in these countries is that employees have developed bad attitudes due to labor shortage. Employees are believed to job-hop for no reason or even for fun. Unfortunately, despite employee turnover being such a serious problem in Asia, there is dearth of studies investigating it; especially studies using a comprehensive set of causal
variables are rare. In this study, we examined three sets of antecedents of turnover intention in companies in Singapore: demographic, controllable, and uncontrollable. Singapore companies provide an appropriate setting as their turnover rates are among the highest in Asia. Findings of the study suggest that the extent of controllable turnover is much greater than uncontrollable turnover and that poor management practices are the major source of employee turnover.

2.2.17. (Miss Neeraja Behera, 2006) One of the greatest challenges for today’s managers lies in building a workplace that employees want to remain with and outsiders want to be hired into. Therefore, an employer’s foremost responsibility is retention of its best employees and this can be achieved only by keeping the employees satisfied and motivated. This paper helps in identifying the various determinants of job satisfaction and suggests some strategic initiatives which contribute to job satisfaction and ultimately to employee retention. A few models depicting the relationship between job satisfaction and its positive outcomes as well as the outcomes of employee retention have also been proposed based on theoretical review of research studies conducted in the past.

2.2.18. (Rathnaweera, 2010) This study attempted to examine the impact of Human Resource Management practices on Human Resource Management outcomes in Sri Lankan public sector banks. Research on Human Resource Management practices and their outcomes such as employee satisfaction, commitment, and retention have rarely been conducted in banking industry in Sri Lanka. Data were collected on employees’ perceptions about Human Resource Management practices and their outcomes through structured questionnaire. Sample consisted of 209 employees who are working in different departments of branches in two PSB in Sri Lanka. Multiple Regression, Cronbach alpha, Pearson correlation coefficient and descriptive statistics were used for various analyzes of this study. The findings of the research revealed that Human Resource Management practices are significant predictors of employee satisfaction, commitment and retention. The results of this study revealed that bundles of HRM practices are positively related to better employee satisfaction with adjusted R2 of 0.623 and a F-value 58.242 (p<0.001)
Compensation and social benefits had the strongest effect on employee satisfaction with a standardized beta of 0.655. This study found that bundles of HRM practices are also positively related to better employee commitment and compensation & social benefits ($t = 5.546; p = 0.000$), recruitment & selection ($t = 4.158; p = 0.000$), and training & development practices ($t = 3.100; p = 0.002$) emerged as the significant variables in explaining the variance in employee commitment. Compensation & social benefits, performance appraisal, and training & development were found to be explanatory factors having significant effect on employee retention of Sri Lankan public sector banks. Compensation and social benefits had the strongest significant effect on employee retention ($t = 3.269; p = 0.001$) with a standardized beta of 0.231. It is of interest to note that compensation and social benefits practice had the strongest effect on determining the employee satisfaction, commitment and retention of PSB in Sri Lanka. Findings of this study show that providing training for employees is positively related to higher employee satisfaction, employee commitment and higher employee retention. Results of regression analysis supported the hypotheses that performance evaluation is positively related to higher employee satisfaction, commitment and retention of public sector banks in Sri Lanka. Findings of this study do not support the hypotheses that grievances handling system of PSB in Sri Lanka is positively related to higher employee satisfaction, commitment and retention.

2.2.19. (Anna Salanova, 15 March 2010) Human Resource Management is getting more important in the business nowadays, because people and their knowledge are the most important aspects affecting the productivity of the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and customer service. The aim of this thesis is to analyze the level of employee satisfaction and work motivation in Supermarket Prisma in Mikkeli. It also deals with the effect the culture has on employee satisfaction. The theoretical framework of this thesis includes such concepts as leadership, job satisfaction, motivation, rewards and cultural differences. The empirical part of the thesis and the questionnaire were created according to the mentioned concepts. The questionnaire also included parts where the questions about expectations of the employee, work environment and job organization were asked Based on the research it can be said that
the level of employee satisfaction in Prisma Mikkeli is high, although there is still a room for improvements. One of the biggest strength of the organization is the relationship and communication between the employees and the managers. The biggest improvement is needed in the field of the financial rewards, because most of the employees do not know high satisfaction with it. The conclusions made regarding the research are only valid for Prisma Mikkeli and cannot be generalized for other organizations.

2.2.20. (Tremarco, 2008) This study is a comprehensive evaluation and analysis of the factors that contribute to employee turnover in the public relations industry and seeks to uncover best practices for preventing the loss of key talent. This text comprises extensive background and discusses the magnitude of the problem, such as disruption to workflow, increased costs, client dissatisfaction and decreased productivity. The study then examines factors relating to employee turnover against three theoretical and conceptual frameworks: General Systems Theory, The Deming System of Profound Knowledge and Grunig and Hunt’s Two-Way Symmetric Model. These theories help the authors focus their secondary research and drive the development of their primary research tools: an online survey to public relations professionals and in-depth interviews with Human Resources executives. High potential public relations professionals are unlike any other subset of the workforce. These high performers crave challenge and responsibility; they feel most fulfilled when being pushed to their limits. Along with the demanding nature of life at a public relations agency, employees expect a better work/life balance and extensive career development opportunities. Public relations firms should develop a philosophy that ensures employees are stretching their skills on a regular basis and institute several programs that will meet their cultural expectations to prevent unwanted turnover. Effective two-way communication must be in place at firms to uncover employees’ expectations and to create a motivational environment to achieve the shared goals for success.

2.2.21. (Cole, April 30, 2001) The General Chemistry Department of Accutest Laboratories is currently experiencing problems with the speed and accuracy of new analysts as well as a high turnover rate of analysts in general. Some of this is due to
inadequate training. With any production company, time is money. However, high production means nothing if the data is inaccurate. The export of inaccurate data is detrimental to the reputation of the company. The research cited in the text shows that companies that spend more time and money on training have better success with regard to employee satisfaction and low turnover. The plan included in this proposal outlines a specific structure and timeline for the training of new analysts.

2.2.22. (Consulting) The total cost of employee turnover ranges from a low of 50% to 60% (The Hay Group) to 100% to 150% (Hewitt Associates) of the employee's annual compensation. Imagine the savings if your company retained one or two additional employees each year by having better managers and by providing training and career development as an employee benefit. Take a mid-level manager that earns $35,000. If you had to replace this manager, at the minimum it would cost your business $17,500. How many managers does your company lose per year? If your business loses two managers in a year, that's $35,000. Five managers, that’s $87,500. Ten managers, that’s $170,500.

2.2.23. (AHM Shamsuzzoha, 2007) Productivity is very important issue for an industry or organization. There are several factors on which productivity of an organization mostly depends upon. Employee’s turnover is one of them which are considered to be one of the challenging issues in business nowadays. The impact of turnover has received considerable attention by senior management, human resources professionals and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. The purpose of this research is therefore, to find out the actual reasons behind turnover and its damaging effects on the productivity of different industries in Bangladesh. The authors of this paper were visited and studied several local industries both from government and non-government sectors in Bangladesh and observed the suffering for turnover problems. The objective of these case studies were to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to the local industries for their productivity and market share.
2.2.24. (Filipe FIDALGO, April 2012) Organizations make large investment on their employees concerning the training, developing, maintaining and the efforts to retaining them. Employee turnover is one of the most important issues to organizations, and one that needs special attention. This problem is even more relevant when business processes are less depending from machinery and heavily rely on human relationships, being real estate business one such good example. With the globalization phenomena, greater competition and economic crises, real estate organizations must provide and constantly innovate services which are based on strategies created by employees. Knowledge must be retained, in a way that it can be stored and disseminated through the organization. This paper examines the impact of employee turnover, and proposes a conceptual model based on a knowledge management approach supported by information and communication technologies on how to minimize the impact of employee turnover in organizations. The research used Grounded Theory to inform the model.

2.2.25. (S.Kohoe, July 2009) This research project examined the impacts of employee turnover for Haines city fire and rescue. The problem was that for the past 14 years, Haines City Fire and rescue had been experiencing a high employee turnover. The purpose of this research was to analyze the reasons behind it. A descriptive research method was used to analyze the employee turnover. Result that was found from the study was that the cost of benefits and the other was the wage.

2.2.26. (Darryl A. Ross, 2009) Turnover burdens other employees as they must pick up the additional shifts: turnover is costly, as you have to train new employees in your systems; and while you may be saying goodbye to someone you regard as simply an "employee", your residents are being forced to say goodbye to a person who has become a part of their family. The researcher presumes that all of the above is not presumptuous enough to tell how to fix "morale" problems in your receptive facilities (AYSO instruction model of PIE might be useful – Positive Instruction and Encouragement
2.2.27. (Fheili, 2007) The purpose of this paper is to determine the elements that have the most significant influence on employees’ decisions to remain engaged and employed at a particular firm. Moreover, the paper seeks to describe the importance of retaining critical core employees and developing strategies to enhance employee retention practices. The results of this exposé can be used by firms to: (a) develop policies, practices and strategies that would enable the firm to identify key risk indicators, which allow management to capture the early warning signs of employee disengagement; (b) secure higher levels of employee retention; and (c) create greater efficiencies in meeting strategic business objectives.

2.2.28. (Tena K. Cochran, May, 2002) Employee turnover in the retail workplace has become an important area of research from both a theoretical and a practical standpoint. It is important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the growing problem and where a retailer's specific turnover problems lie. However, from a practical standpoint, learning how to minimize the turnover of skilled employees is crucial from the business expense side. Retailers in the twenty-first century must be able to keep knowledgeable and experienced employees working in their organization. This problem is even more critical in today's retail world considering unemployment rates are hovering near a 30-year low. This study examined 1190 employee exit interviews from a chain of fifty-three department stores to analyze the reasons given for leaving the organization. The 41 different reasons for leaving the organization were organized into categories based on similarities found. Significant differences were found in the reasons given for termination based on employment status and length of employment.

2.2.29. (W. W. Guyo, 2011) The objective of the study was to investigate employee turnover problem in Pharmaceutical industries in Kenya with a case study of Ranbaxy Laboratories limited. The study specifically investigated on staff retention measures utilized by the management, whether exit interviews are conducted, and the
competitiveness of reward program and whether the conduciveness of the work place environment as factors that may contribute to workforce turnover in this sector. The study adopted a descriptive research design to identify the employee turnover factors and a sample size of 50 employees were selected using a simple random sampling since the population for the purpose of this study was regarded as homogeneous. The study collected both primary and secondary data using semi-structured questionnaire and review of empirical and theoretical literatures respectively. The instruments were pilot tested for reliability checks. Statistical software SPSS was used for data analysis and generation of charts and graphs. Analysis took both descriptive and inferential dimensions where some elements of measure of central tendency and regression analysis were employed respectively. The study revealed that organization lacked effective staff retention strategies, where exit interviews were not regularly and effectively conducted, the employed reward program was not competitive and existence of unfriendly work place environment influenced most employees to leave the organization. Thus it was concluded that lack of effective strategies to manage these factors influenced most pharmaceutical companies to continue experiencing high staff turnover rates that lower the total organization productivity and increase running costs by recurrent recruitment costs, production disrupting and broken clients relationships. The study recommended that these factors should be part of the organization business strategy rather than being left to managers to act.

2.2.30. **(Steel & Ovalle, Nov 1984)** Reexamined literature cited in previous reviews (W. H. Mobley et al [see PA, Vol 62:9973]; P. M. Muchinsky and M. L. Tuttle [see PA, Vol 64:4296]; and L. Porter and R. M. Steers [see PA, Vol 51:4029]) on the relationship between behavior intentions and employee turnover using meta-analysis procedures. The extent to which moderator variables could be employed to explain variation in findings across intent–turnover studies was assessed. A weighted average correlation of .50 was calculated between behavioral intentions and employee turnover. Intentions were more predictive of attrition than overall job satisfaction, satisfaction with work itself, or organizational commitment. The length of time between procurement of predictor and criterion data influenced the magnitude of intent–turnover relationships.
2.2.31. (Dibble, 2001) Research study conducted at a large multinational technical firm showed that a significant number of employees (96 per cent of those interviewed) admitted they did not provide the “real” reason for departure.

2.2.32. (Shun-Hsing Chen, 2006) These studies on higher education focus on students as customers, and evaluate student levels of satisfaction/dissatisfaction with their programs, while generally neglecting teacher work satisfaction. Thus, this study evaluates how employee dissatisfaction with various investment items determines the improvement priority. Design/methodology/approach – This study used the academic literature to establish a satisfaction model for higher education employees. The model is divided into six dimensions: organization vision, respect, result feedback and motivation, management system, pay and benefits, and work environment. Using a questionnaire based on the model, 248 teachers were surveyed to investigate and analyze their importance-satisfaction level. The importance-satisfaction model (I-S model) was then applied to place each quality attribute into the I-S model, and thus determine the improvement strategy. Findings – The analytical results showed that higher education employees focus on high salaries and fair promotion systems. Investigations of the job satisfaction of college teachers in Europe and America have produced similar results. Originality/value – The employee satisfaction model for the higher education sector not only considers satisfaction levels but also degrees of importance in deciding the improvement strategy.

2.2.33. (Wallgren, 2011) The aim of the thesis is to examine the psychosocial work environment, with a focus on the work motivation, of Information Technology (IT) consultants. The thesis is based on five empirical studies. Study I (N=167) and Study II (N=380) are cross sectional studies, and Study III (N=320) is a two-wave longitudinal study. All participants in Studies I, II and III responded to a questionnaire on background variables, job demands, job control, motivators and perceived stress. The model used in Studies I, II and III is a mediational one that proposes that the effect of job demands and job control on perceived stress is indirect
rather than direct. The hypothesis of motivators as a mediator was tested using full structural equation modeling (SEM) to estimate direct, indirect and total effects. The sample in Study IV consists of 12 IT consultants who were interviewed in order to understand what motivates IT consultants in their work environment. In Study V, six team leaders at an IT consultancy firm were interviewed in order to understand how team leaders perceive and construct their subordinates’ motivation. The results from Studies I, II and III highlight the importance of the presence of high levels of motivators in reducing the perceived stress among IT consultants. High job control was significantly related to high appraisals of motivators, and motivators were negatively related to perceived stress. Additionally, the results from these three studies indicate that job demands are positively related to perceived stress. In Studies I, II and III, motivators were measured using antecedent conditions that may lead to motivation (e.g., recognition, achievement, variety and the possibility for growth). The results from Study IV confirm that variety in tasks, job autonomy, praise for a job well done, the chance to acquire new skills, and the sense of accomplishment affect IT consultants’ work motivation. One of the main results from Study V is that managers have rather vague ideas about the motivation of their subordinates. One interpretation is that managers do not think that increasing the work motivation of their subordinates is an important part of their job.

2.2.34. (Peter w.Hom, 2001) This study generalizes a leading portrayal of how job dissatisfaction progresses into turnover and more rigorously tested this model using structural equations modeling and survival analysis. The study further integrated job avoidance, inter-role conflict, and employment conditions into this framework.

2.2.35. (Bax, 2003) In this article we test the hypothesis that the relationship between labour turnover and the economic performance of the firm is bell-shaped: a turnover level too low has a negative effect and likewise does a level too high. Our analysis is based on economic performance data of 110 offices of a temp agency. Since these offices vary highly in labour turnover but are similar in product and operational management, the data enabled us to control for a number of important
intervening variables. From a regression analysis it could be shown that labour turnover indeed is related to office performance in a curvilinear way, indicating that it is especially excessive turnover that matters. This result proved robust for both performance level and change of performance as the dependent variables.

2.2.36. (Urbancová Hana, 2008) The article focuses on labour turnover as a potential threat to knowledge loss. Labour turnover results in an organizations inability to ensure knowledge continuity. In this study, induction was used to identify factors within organizations that determine employees’ exit from organizations. The verifiability of these factors was tested by means of correlation and regression. Subsequently, the presented causes of employee turnover were specified as potential threat to knowledge loss. In the current knowledge economy, employees in an organization are considered the key competitive advantage and the most important asset. If an employee leaves an organization, they take the knowledge they have acquired with them. The loss of knowledge is a potential threat to an organizations existence, especially if an employee with valuable knowledge leaves to join a competitor. Therefore, this paper deals with knowledge continuity as a probable means of eliminating this threat. Dependencies between selected qualitative variables were tested to determine their impact on organizations. The study concludes by indicating that, today’s knowledge-based organizations must be aware of the main causes and consequences of employee fluctuation so as to maintain their competitiveness in times of economic crisis.

2.2.37. (Gaia Garino, May 2007) The study analyse the impact of labour turnover on profits. We extend the efficiency wage model of Salop (1979) by separating incumbent and newly hired workers in the production function. We show that an exogenous increase in the turnover rate can increase profits, but only where firms do not choose the wage. This effect of turnover varies across firms as it depends on turnover costs, the substitutability of incumbents and new hires and other factors. We test our model on UK cross-sectional establishment-level data. We find that our predictions are consistent with the data.
2.2.38. (MRARA, April 2010) Health Professionals are critical in the provision of health services, more especially when it comes to nurses who are next to the patient most of the time. It is critically important for the Eastern Cape Department of Health to ensure that skilled health professionals such as doctors, pharmacists, nurses and the like are retained and the staff turnover regarding this category of staff is appropriately managed. The difficulty to attract and retain health professionals is negatively affecting service delivery in the Eastern Cape department of Health and leaves the department with an unacceptably high vacancy rate. This often put more of a burden on to the health professionals who remain within the organization. Some of them will end up leaving the organization. There is a great shortage of health professionals in South Africa and it becomes easier for the health professionals to get employment elsewhere, particularly in the private sector which appears to have a competitive advantage as compared to the public sector. In this study, both quantitative and qualitative methods were used to gather information through the utilization of a questionnaire and interviews were conducted mainly to confirm the results obtained. The results of the study have assisted to reflect factors that could be influencing the health professionals to leave health facilities of the Eastern Cape Department of Health. The respondents were drawn from the two areas within the Health Department, and these are, Mthatha and Port Elizabeth areas. One hundred (100) questionnaires were issued to the health professionals and sixty three responded. Documents that were received from the department were helpful in determining the turnover rate.
References:


