The impact of job resources on work engagement and turnover intentions within the Information Technology (IT) division of a South African bank

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Introduction

- Banking industry increasingly confronted with attraction and retention challenges within their IT divisions
- Further escalated by an increased demand for skilled resources within the market
- Organisations increasingly under pressure to devise retention strategies to retain these employees
- Due to strong link between employee engagement and retention
  - Organisations should strive towards understanding the drivers of engagement
  - Ensure effective retention strategies can be developed to retain these employees.
Primary Study Objective

- Gain an understanding of the impact of job resources on work engagement and employee turnover intentions within the IT division of a South African bank.
- Apply knowledge during design of effective retention strategies for organisations with scarce and critical IT skills.

Study Design & Methodology

- The Job Demands-Resources (JD-R) model = theoretical framework
- Quantitative data was collected from 239 IT professionals via a self-administered, web-based survey.
- Latent variables of interest measured via 3 different scales:
  - The Utrecht Work Engagement Scale (UWES-17) (Schaufeli, Salanova, González-Romá & Bakker, 2002),
  - The Job Demands-Resources Scale (Jackson & Rothmann, 2005)
  - Turnover Intentions Scale (TIS) (Roodt, 2004)
Study Objectives & Design Methodology (continue)

The data transformation process consisted of **three broad phases**:

**Phase 1**
- Confirmatory Factor Analysis (CFA)
- Exploratory Factor Analysis (EFA)
- Reliability Analysis

**Phase 2**
- Descriptive statistics

**Phase 3**
- Inferential sample testing
  - Correlation Analysis
  - Regression Analysis
Access to job resources related to growth opportunities, social support and financial rewards contributed to both increased work engagement and intentions to stay.

Role clarity will ensure continued work engagement of IT employees.

In conclusion, job advancement opportunities had a significant impact on the turnover intentions of the IT employees.

This knowledge could contribute to the design of more effective retention strategies for organisations with scarce and critical IT skills.
• Application of **quantitative research** as the **singular research methodology** during the study excludes the potential contribution of qualitative data (i.e. participant comments) for clarification.

- Future research should consider using a combined quantitative and qualitative approach to generate both statistical and qualitative comments for additional reference.
- Allow for a larger volume of information to draw inferences from and identify potential trends that can be generalised to the larger population.

• **Generalisability of results** could be questioned as target population consisted of employees from only **one organisation**.

- Future research should include IT divisions of other financial institutions and banks in an attempt to cross-validate the identified trends within the specific industry.
Limitations of the study and recommendations for future research (continue)

- **Self-report methodology** via self-administered web-based survey frequently prejudiced by **social desirability**
- High emphasis placed on **confidentiality** of the self-administered web-based survey could potential impact on the **legitimacy** of the results obtained

- Data collection was conducted anonymously. Some demographic data was requested to ensure the best possible interpretation of the results could be obtained and assist the participating organisation in focusing their actions on the areas of most need.
- None of the questions in the self-administered web-based questionnaire had a “right” or “wrong” answer in an attempt to encourage authentic participation.
- Factor analysis was conducted on all the individual questionnaires applied to ensure the psychometric integrity of the variables assigned to represent the research variables.
Limitations of the study and recommendations for future research (continue)

- The JD-R model focuses exclusively on the **psychosocial work environment**
  - Future research should include assessing the potential impact of personal resources and employees’ application of job crafting behaviour.

- **Lack of job demand items** from the original JDRS loading onto any of the factors in the new measurement model - impacted researcher’s ability to **determine the specific and potential impact of job demands** on work engagement and turnover intentions within the IT division of a retail bank.

  - Future research should consider including alternative measures of job demands or adapting the original JDRS for application within this specific and unique section of the banking industry.
Limitations of the study and recommendations for future research (continue)

- Found **less than desirable goodness-of-fit statistics** for both the original Utrecht Work Engagement Scale (UWES-17) and the new proposed model even after all the problematic items were removed.

  - Future research should consider using the Job Engagement Scale (JES) designed by Rich, LePine and Crawford (2010) as an alternative measure of engagement.

- **No account** for **financial performance metrics** to provide further impetus regarding the importance of ensuring work engagement and retention of key critical IT resources within the retail banking industry.

  - Should consider including the link between work engagement, employee retention and organisational financial performance results into their research endeavours.
Modern organisations should take greater care in retaining valuable employees due to the challenge associated with finding good talent in the market.

Organisational benefits resulting from higher levels of employee work engagement have included the greater achievement of individual goals (i.e. productivity), increased customer satisfaction levels and organisational profitability.

These organisational benefits can only transpire through the efforts of the individual employees, which make employee retention a critical issue.
This study assisted with the identification of the specific job resources that make a unique contribution to determining the work engagement and potential for turnover within a highly specialised section of the South African banking industry.

Results obtained do provide encouraging deductions on the specific job resources of importance:

- Impact work engagement and intention to stay of IT employees within the South African banking industry.
- Could direct the development of focused work engagement and retention strategies.

Add value to organisational knowledge on how to improve work engagement and intention to stay of scarce and critical IT skills within this highly competitive industry.
Thank you!

Further questions and comments:

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