EFFECTIVENESS OF NON-MONETARY FACTORS ON STAFF RETENTION WITHIN THE SOUTH AFRICAN BANKING SECTOR

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Abstract

The recent global recession resulted in many job losses across the world with the financial industry being most severely impacted. Today the focus for many banks is to do more with less employees and to reduce the cost to income ratio on their balance sheets. It is therefore pertinent that they devise strategies that will enable them to retain talented employees. This paper mainly employed a quantitative approach in which a questionnaire was utilised as the instrument for data collection with a focus on non-monetary incentives and turnover intentions. Small scale interviews were used to supplement the collected quantitative data. The findings revealed that non-financial rewards are an important factor in employee retention that cannot be ignored.

Keywords: Banking Industry, Global Recession, Non-Monetary Rewards, Recognition, Staff Retention

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1. Introduction

In recent years the financial industry has been severely impacted in light of the global recession in 2008 and 2009. This has had a lag effect on the South African economy, which has felt the recessionary repercussions since 2010. Within the South African banking industry, the global financial crisis, world recession, sluggish economy recovery, low interest rates, falling credit demand and revenue pressure have been the cause of retrenchments (Innocenti, 2010). Furthermore, a number of organisations placed a moratorium on salary increases and promotions and in some cases had to demote staff when restructuring departments to deal with the financial pressure resultant from the economic downswing (Levy, 2010; Pamela, 2011). These measures inevitably contributed to many skilled and talented employees resigning from the banking industry. Munsamy and Venter (2009:189) caution organisations that in the current world of work, the war for talent is rife and skilled employees have a broader choice of employment both locally and internationally. More often than not the offer of higher salaries is used to lure staff. Voluntary resignations do not make the situation better for the employers who are restructuring since the cost of replacing a good employee is likely to cost twice the employee's annual salary. To this effect, the Harvard Business School (2006:46) highlights the costs involved when an employee leaves an organisation as direct expenses (cost of recruiting, interviewing and training a replacement), indirect costs (effect on workload, morale and customer satisfaction) and opportunity costs (including the knowledge that is lost and loss of productivity whilst replacing the employee).

While it is common for many staff members to resign and move on to other organisations during restructuring, it is interesting to note that some would remain with their existing employers. Reasons for this unexpected behaviour emerged in a study by Glanz (2002:9) that found that 90% of the respondents identified career growth, learning and development; exciting work and challenge; and meaningful work, making a difference and a contribution to the organisation as the top three reasons why they stayed with their employers. The reasons for resignations that emerged in the study were that 46% of the respondents felt unappreciated, 61% felt that their bosses did not place much importance on them as people and 88% did not receive acknowledgement for the work they did. Clearly, these findings indicate that within a general organisation, non-monetary factors can play a significant role in employee attraction and retention. This makes the role of non-monetary factors more important now than ever before as an area of research, specifically within the banking sector.

A study on non-monetary factors is further made important by the fact that most research in terms of reward focuses on the financial aspects (McArthur 2009). For example, Saleem's (2011:258) study on the impact of financial incentives on employee commitment found that an increase in financial incentives, such as promotion and bonuses, enhanced employee loyalty and increased employee performance and reduced turnover. While such findings could be useful under normal financial circumstances, this cannot be said to be the case when banking organisations are struggling to survive. Most significantly, these research findings point towards a research gap on studies that aim to understand the value of non-monetary factors. As Gratton (2004:23) points out, money is viewed as playing an overly important role in the thinking of the causes of behaviour and most companies spend very limited time and effort in considering non-monetary sources of motivation. As a result, non-financial rewards such as a pleasant work environment, job-interest, training and development, and time-off are largely overlooked (Chiang and Birch 2008:492).

The aim of this paper is therefore to investigate the relationship between non-monetary factors and staff retention within a South African bank anonymously referred to as Yonga (save) Bank. The research builds on the Total Reward and Herzberg's Two Factor theoretical frameworks and investigates the variables identified in the literature. The question that guides the investigation is: How effectively are the current non-monetary incentives utilised in the business department of Yonga Bank? It is hoped that the findings can be generalised to other business organisations experiencing similar financial constraints.

2. Theoretical framework

The theoretical literature reviewed helps establish an understanding around the importance of the concept of non-monetary rewards within organisations. To this effect, firstly, the concept of Total Reward and its three related models are revisited. Secondly, Herzberg's Two Factor Theory is also worth scrutiny.

2.1 Total reward

On the one hand, Armstrong (2006:40) simply defines Total Reward as the combination of all types of reward. On the other hand, Nienaber (2009:4) unpacks this concept by making a distinction between Transactional Rewards (tangible rewards including pay and benefits) and Relational Rewards (intangible rewards such as recognition and status, challenging work, learning and development, employment security, work experience and work environment). Total reward therefore entails both financial and non-financial rewards that are offered to employees. It is essentially everything an employee takes away from his or her relationship with an employer (Manas and Graham 2003:7).

Within the banking industry a total reward model is equally applicable. This suggests that whilst employees are compensated correctly, they should also be provided with opportunities to learn and develop their careers and be appreciated and recognised for work well done. The correct combination of tangible or financial rewards and intangible or non-financial rewards could therefore have a positive impact on staff retention. This is supported by Armstrong and Brown (2006:22) who maintain that relational rewards help deliver a positive psychological contract and position an organisation as an "employer of choice". Similarly, Giles (2004:46) argues that effectively recognising employees and their contributions needs to be a priority in any business as it can contribute significantly to a positive organisation culture and satisfied employees. According to Aguenza and Som (2012:91), a survey carried out by Accenture in Ireland about the level of recognition that employees receive for doing a good job at work found that 63% who have no plans of leaving are satisfied with their recognition. At the most fundamental level, non-financial recognition is as simple as managers praising their employees or just saying thank you for a job well done. There are no financial costs attached to such recognition, however, the positive impact on the employee can result in huge financial gains for the organisation in terms of both profit and staff retention. Meaningful non-financial recognition will make the employee feel valued and satisfied. Despite numerous benefits associated with recognition, Branham (2005), however, notes that managers find it hard to give recognition as some take the employees contribution for granted. The issue of recognition beyond the financial rewards therefore needs serious attention.

Noe et al. (2008) maintain that performance feedback should be given regularly as it helps give employees direction in their performance and allow them to close any performance gaps. In turn, employees will be made aware of final performance outcomes and will not be surprised when it comes to final appraisals that could have a bearing on their career development. In an effort to provide effective feedback, Baker (2010:478) warns that effective feedback must be related to the performer, be relevant, accurate, timely, specific and easy to understand. If performance feedback meets all these requirements then it will be useful to the performer and help to increase performance. However, if one or more of these items is missing the feedback may negatively affect future performance. Effective performance feedback is extremely important within the banking industry in view of the pressures faced by employees to ensure that they achieve the desired results.

Linked to feedback and recognition for work well done is the importance of mentoring and coaching. On the one hand, Erasmus et al. (2008:248) indicate that mentoring is focused on the establishment of a learning relationship where a mentor, who is mostly a senior manager, acts as an advisor and role-model to a more junior manager. The aim of this learning relationship is to assist mentees integrate their career and personal aspirations and values and be champions for their career development (Miloff & Zachary 2012:105; Noe et al., 2008:425). Harder (2007:1) asserts that the opportunity to learn a new skill, or take on a challenge for career development is one of the top reasons for employee turnover. Employees that feel that development opportunities exist for them would develop a stronger bond with the organisation as they would feel that their future growth within the organisation is promising. This stronger bond could be assessed based on the period of employment the employees have spent with the organisation.

According to Noe et al. (2008:425) most mentoring relationships develop informally as a result of interests or values shared by the mentor and protégé. They, however, note that formalised mentoring programmes should be considered because they ensure access to mentors for all employees and in this way the participants in the mentoring relationship are made aware of what is expected of them. While the importance of mentoring is acknowledged it should, however, be noted that it comes with a number of challenges. For instance, Azulay (2012:85) identifies the challenges of mentoring as time constraints, supporting tools for mentors such as training sites, support of peers and leaders and organisational and infrastructural support. These factors could be said to be applicable within a banking industry where work pressure and demands on time may make mentoring a burden on potential mentors and consequently make them unwilling to participate.

On the other hand, Erasmus et al. (2008:248) describe coaching as an on-the-job method that gives the manager the opportunity to offer counselling and strategic business advice. A coach is often involved in a direct line relationship with the person being coached. The key advantage of this method is that it provides rapid feedback on performance and learning by doing. The coach answers questions, lets the employee participate in decision making, stimulates the employee's thinking and helps when problems occur. Coaching can be a very effective way to develop employee confidence and strong supervisor-subordinate relations, if it is done correctly. Grobler et al. (2011:355), however, argue that coaching is not problem-free and will fail unless a rapport conducive to learning is created between the manager and the employee. Within Yonga Bank, coaching is expected to occur on an informal basis with a documented one-on-one discussion taking place every six weeks. This is required to ensure that employees are aware of their current performance standards and to address any performance gaps that may exist. Performance gaps identified may be addressed via advice or counselling from the line manager or formal or informal training programmes. The research was also interested to ascertain whether these coaching sessions are regularly conducted.

Total Reward Models

The total rewards concept can further be understood through a discussion of it three models. The first model is brought forth by the WorldatWork (2007) which is the largest global non-profit professional association dedicated to knowledge leadership in total reward. The model recognises that total rewards operate in the context of overall business strategy, organisational culture and human resource strategy. The five core elements that make up this model are: compensation, benefits, work-life, performance and recognition and development and career opportunities. This model is extremely popular amongst reward practitioners in view of its integrated nature. It articulates the desired outcome of attracting, motivating and retaining satisfied and engaged employees who create business and performance results. The model demonstrates the extent of the dynamic relationship that should prevail between employees and employers, be it in the banking or any other organisation in the world of work.

The second model that is named after its creators is called Armstrong and Brown (2006). This model actually expands the WorldatWork model to include work experience. In this regard, Armstrong and Brown (2006:23) explain that the purpose of total reward is to create a cluster where all the different reward processes are connected, complementary and mutually reinforcing each other. In order to achieve internal consistency, the reward strategies should be horizontally integrated with human resource activities and vertically integrated with business strategies. In line with this approach Armstrong and Brown (2006:33) identify five benefits of a total reward system which are: greater impact on the motivation and commitment of personnel; enhancing the employment relationship through the use of relational as well as transactional rewards; enhancing cost-effectiveness; flexibility to meet individual needs; and winning the war for talent by attracting and retaining talented employees. The five benefits of this second model indicate the extent to which an organisation can manage not only to attract and retain talented employees but also manage the costs involved.

Lastly, the Tower Perrin's model differentiates between relational (financial) and transactional (non-financial) rewards and further makes a distinction between individual versus communal rewards (Armstrong, 2007:33). Whilst the model acknowledges that financial rewards in the form of pay and benefits are essential to recruit and retain staff it also cautions that financial rewards can easily be copied and improved upon by competitors. In contrast, relational rewards accentuate the value placed on the employee and are less easy to imitate by competitors (Armstrong, 2007:34). According to Harvard Business School (2006:62-69) in a survey conducted amongst half a million employees from more than 300 companies, pay was found to be the least important factor in retaining staff. The most important factor identified was learning opportunities. Another top factor for high performers was coaching and feedback from supervisors. The findings also included leadership as an important retention factor. This suggests that while it is easy for competitors to lure talented employees with the promise of a better financial package this might however be outweighed by organisation's values, culture and non-financial rewards.

The total reward theory indicates that consistent and proper utilisation of non-monetary factors has an influence on staff retention. It suggests that if an organisation wants to differ from the norm whereby financial rewards are the main source of attraction it should follow this theory and its sub-models. The claim made is that this reward approach has the potential to help ensure that employees consider happiness and recognition they experience within the organisation as more important than the financial temptations provided by potential employers when considering resigning. Hence, this investigation set out to test this theory within the business banking section of Yonga Bank.

2.2 Herzberg's Two Factor Theory

Herzberg's Two Factor Theory categorises needs into two main groups: (1) Hygiene or extrinsic factors (company policy and administration, supervision, interpersonal relations, working conditions and salary); and (2) Motivators or intrinsic factors (achievement, recognition, the work itself, responsibility and growth).

On the one hand, Herzberg (1987) contends that hygiene factors are difficult to control effectively and, more importantly, they do not provide long term motivation. On the other hand, Grobler et al. (2011: 240) maintain that motivators are intrinsic in nature and reflect the content of the job, something which each employee controls and administers personally. Although the theory has received a great deal of criticism regarding its methodology as well as the confusing relationship between satisfaction and motivation the two factor theory provides guidance for building motivators into job content, an approach called job enrichment (Grobler et al., 2011: 240). Arnolds and Venter (2007) maintain that there is still much confusion about which rewards really motivate employees with reference to a meta-analysis of research that was conducted which revealed that managers are of the opinion that money is the main motivator of employees. Further analysis of their research revealed that money is an essential motivator in attracting potential employees; however, it does not play a primary role in retaining them.

In the analysis of research undertaken by Emmanuel et al. (2008:3) it was evident that common patterns among managerial perceptions of desirable rewards existed across the three companies studied. In all three cases, intrinsic rewards appeared to be valued marginally higher than the extrinsic rewards. In the same vein, Aktar et al. (2012) study of commercial banks of Bangladesh found that there is a positive relationship among intrinsic factors and employee performance and retention. The four intrinsic factors identified are recognition, learning opportunity, challenging work and career advancement. This suggests that intrinsic rewards may have a significant impact on motivation and retention of employees. Despite these benefits, Thomas (2009:3) cautions that a number of managers underestimate the importance of intrinsic rewards and continue to treat financial rewards as the key factor in motivating employees. The benefits of intrinsic rewards are therefore significant to explore within an organisation which wants to retain its top performing and motivated employees.

3. Methodology

In addressing the aims of this research paper, a quantitative approach was adopted by administering a survey questionnaire amongst the participants. The participants held different positions namely; account executive, account manager, account analyst, business manager, business banker and managers assistant. Within a compliment of 300 permanent employees as many as 104 participants willingly took part in this investigation. Leedy and Ormrod (2005:183) maintain that a survey reduced to its basic elements is quite simple in design with the researcher posing a series of questions to willing participants. The responses are summarised with percentages and then the inferences about a particular population from the responses of the sample are drawn. The two common approaches to conduct surveys are interviews and questionnaires. Leedy and Ormrod (2005:184-185) acknowledge that face-to-face interviews have the distinct advantage of enabling the researcher to establish rapport with potential participants and therefore gain their cooperation and yield the highest response rates. At the same time the authors note that the time and expense involved may be prohibitive especially with interviewees that reside far away. Questionnaires, on the other hand, can be sent to a large number of people including those that are distant. The main advantages that led to the main utilisation of a questionnaire in this research is that it is cost effective, quick to complete and can serve as a reliable basis for comparison (Collis & Hussey, 2009:192). The questionnaire used had a covering letter that explained to the participants why the research study was being conducted. The participants were also assured of confidentiality and anonymity, in accordance with the agreement that was reached with the employer when seeking permission to conduct the study. Interviews were conducted with four respondents that were accessible and willing to assist. The questions for interviews were decided after the analysis of questionnaires which helped to indicate areas that could be discussed with the participants in order to obtain a better understanding of quantitative data. The questionnaire was divided into three sections. Section A of the questionnaire aimed at collecting the demographic information of the participants. The next two sections of the questionnaire formed the core of the study's inquiry. Section B aimed to shed light on available non-monetary incentives and section C focussed on turnover intentions among the participants.

The responses were captured and analysed using IBM SPSS 21. The reliability statistics for Section B revealed Cronbach's Alpha > 0.7 ($\alpha = 0.835$, $N = 10$) and for Section C Cronbach's Alpha > 0.7 ($\alpha = 0.846$, $N = 10$). Therefore the scale is reliable. Descriptive statistics were used to analyse the data.

4. Findings

4.1 Demographic information

The gender distribution of the participants reveals that the sample comprised 56.7% female and 43.3% male employees. This is indicative of the transformation charter within Yonga Bank with more females being employed within business banking. Their age group findings indicate that 14.4% are between the ages of 20-29 years, 42.3% between 30-39 years, 28.8% between 40-49 years, and 14.4% over the age of 50 years. In line with the notable high age amongst the majority of participants, the findings indicate that a large number of participants (26.9%) have over 21 years of work experience, followed by an equally high number (23.1%) of those with 16-20, 22.1% that were between 11 and 15 and 19.2% that had 5-10 years experience. Very few (8.7%) participants have less than 5 years of work experience. The high number of well experienced participants within Yonga Bank helps give credibility to their opinions on non-monetary rewards that contribute to staff retention (Armstrong & Brown, 2006).

4.2 Non-monetary incentives

The section B findings reveal that the vast majority of the respondents place importance on recognition and praise as a motivator of performance. This is evident in that 50% of the participants strongly agreed and 46.15% agreed that recognition and praise motivated them to perform better on their jobs. However, a small number (3.85%) of the participants disagreed. The findings are in line with Giles' (2004) assertion that recognition plays a critical role in employee motivation. The interview discussion further confirmed the importance of recognition which the participants indicated was essential toward motivating them to do more for the organisation.

Not surprisingly, 77% of the participants (38.5% strongly agree and 38.5% agree) concurred that recognition from their line managers for work well done is common practice. This finding is consistent with the long experience of the majority of participants who could have been motivated by recognition received from their line managers to stay on in the bank (Aguenza & Som, 2012; Giles, 2004). Only 7.7% were uncertain if they are receiving recognition. This may be due to the participants not receiving praise or recognition tailored to the individual line manager. The combination of those that disagreed and strongly disagreed (15.4%) should, however, not be ignored as it may be an indication that some line managers do not understand the importance that recognition has on staff motivation or they may be taking staff efforts for granted (Branham, 2005). These line managers may be losing sight of the power of recognition and praise during these busy times when they are mainly focused on the next task at hand.

As indicated above that there is a close link between recognition and mentoring, the survey included a question on the importance placed by employees on a formal mentoring programmes. A large affirmative score of 78% (38.5% strongly agree and 39.4% agree) is reflective of the significance that the majority of the participants place on formal mentoring programmes to develop their careers (Erasmus et al., 2008; Miloff & Zachary, 2012). Only 6.7% were unsure, 13.5% disagreed and 1.9% strongly disagreed. A follow up question, however, revealed disappointing results about the existence of such mentoring programmes. A mere 21.4% of participants (9.7% strongly agree and 11.7% agree) attested to the existence of formal mentoring programmes in their department. Approximately 5% of the participants were not sure, which is in line with the findings that emerged in response to the previous question. However, a significantly high number of participants at 73.7% (55.3% disagree and 18.4% strongly disagree) denied the existence of formal mentoring programmes. The lack of active mentoring programmes could be associated with challenges such as time-constraints, training sites and related expenses at these difficult financial times (Azulay, 2012). The interviewed participants acknowledged the existence of such constraints as possible contributors to lack of mentoring within the bank.

In the absence of mentoring programmes it is comforting to note that the majority of participants (31.7% strongly agree and 44.2% agree) attested to receiving regular feedback on their performance from their line managers (Baker, 2010; Noe et al., 2008). This is an important finding as it links very well with the above indication from the majority of participants (77%) who concurred that they value recognition.

Responses to the next question show that 45.2% of participants agreed and 16.35% strongly agreed that opportunities exist for their career development. This high affirmative response was indeed not surprising since Yonga Bank being a large and complex multinational organisation with many divisions and departments provides many opportunities for career development. With the bank's focus on growing its operations throughout Africa, this provides further career development opportunities.

However, 9.6% of participants did not know or were unaware of the opportunities that are available. Twenty-nine percent (29%) of the participants (22.1% disagree and 6.7% strongly disagree) denied that opportunities exist for their career development. This may suggest that they are possibly looking for specific career opportunities or are restricted in terms of the locations where they are looking for these career opportunities. This is concerning as it could mean that these staff members could stagnate in their current positions for a while.

Although career development is considered to be the responsibility of the employee, line managers can assist employees to make better career decisions. The findings revealed that 60.6% of the participants (21.2% strongly agree and 39.4% agree) were encouraged by their line managers to develop their careers. Whilst this augurs well for the organisation and line managers alike; however, 12.5% of the participants indicated that they did not know, 23.1% disagreed and 3.8% strongly disagreed that their line managers encouraged them with making career decisions. This could possibly be as a result of the line managers not showing any interest or concern in encouraging their direct reports in developing their careers. This is unfavourable as it is indicative that some line managers do not consider staff career development to be vital enough to be supported by them (Harder, 2007). The interviewees also supported this view when they concurred that they feel unsupported by their line managers who are frequently concerned with them meeting specific deadlines and delivering on set targets.

Similarly to the trends that emerged in response to the previous question (opportunities exist for my career development) as many as 52.9% of the participants (10.6% strongly agree and 42.3% agree) indicated that opportunities exist to learn other jobs or more senior jobs, whilst a mere 3.8% were unsure. This high number (52.9%) of participants that acknowledged the existence of learning opportunities within the bank are supported by the remarkable higher number of the participants (72%) that have long been in the employ of Yonga Bank. Moreover, the results are consistent with the Harvard Business School's (2006) findings which identified learning opportunities as an important factor in staff retention.

However, a rather too high a number of participants to ignore (33.7% disagree and 9.6% strongly disagree) did not concur that these opportunities exist. This could possibly be due to either a lack of opportunities to learn other jobs being available or those opportunities that are available being taken up by other employees. Scope for such opportunities may, however, be limited within the province that is the focus of this investigation. At the same time, these unclear results on the issue are consistent with the findings by Arnolds and Venter (2007) in which there was some confusion about the role of intrinsic and extrinsic motivators towards the attraction and retention of employees.

4.3 Turnover intentions

The last section (C) of the questionnaire inquired on turnover intentions of the participants. The findings indicate that a reasonable high percentage of participants (14.4% strongly agree and 31.7% agree) often considered leaving their jobs, whilst the majority (53.8%) of participants did not consider that as an option. The reasons for this equal division among participants may vary. Some employees may still feel threatened by the possibility of staff reductions which was experienced during the recession. Others may possibly feel that their career development and growth opportunities are limited within the organisation and may be willing to seek these opportunities outside the organisation. However, some participants may be considering leaving their present jobs for other jobs within the organisation (Glanz, 2002). In an effort to obtain clarity on these speculations a discussion was held with some participants. The interviewed participants indicated that it is common for bank employees to stay with one bank for a long time. They attributed this tendency to the fact that financial institutions, such as banks, frequently operate in the same manner. Moreover, economical factors that impact negatively on banks are usually across the board and the globe. This would then make it pointless for a person to leave one financial institution and go to another one where similar concerns are likely to prevail.

Participants appear to have been divided on the question regarding the positive impact of their current position to personal well-being. Forty-nine percent (10.6% strongly agree and 38.5% agree) of the participants' current jobs often affect their personal well-being in a positive way. This suggests that they may be content with their current status in the organisation and opportunities that exist. Only 6.7% of the participants were uncertain. The number of participants who do not feel that their current jobs positively affect their personal well-being is 44.3% (35.6% disagree and 8.7% strongly disagree). This may suggest that their personal career ambitions are not being fulfilled within the organisation or their opportunities to progress are limited. However, interviews revealed that the banking industry comes with its share of stress. Employees are expected to deliver by both their line managers and customers. Competition among the different banks adds to the level of unsatisfactory well-being.

The majority (59.6%) of participants indicated that they frequently look forward to another day at work. These participants are believed to be satisfied in their current positions and with their line managers. This finding is consistent with the one that emerged in studies by Emmanuel et al. (2008) and Aktar et al. (2012) that showed the importance of intrinsic rewards as a retention factor. Eleven percent of participants did not know if they still wanted to stay with the company. The participants that indicated that they do not look forward to another day at work totalled a mere 29.8% (25% disagree and 4.8% strongly disagree). This suggests that these participants were unhappy about their future prospects within the organisation and were seeking other job opportunities outside the organisation. These findings may be linked to the above findings where some 44.3% of participants indicated disagreement with their jobs affecting their personal well-being in a positive manner. This suggests that a worrying number of employees were considering leaving the organisation in the near future. The number of disgruntled employees was, however, not very high. The results are consistent with the number of employees that have served this bank for a long time. At the same time, this response should be understood in the context of responses obtained during interviews in which the participants stated that there was a very limited scope for movement outside their own bank of employment.

5. Conclusions

The working conditions within the banking industry suggest the need for financial organisations to adopt a total reward strategy. A total reward strategy is a combination of both tangible and intangible rewards. It highlights the importance of non-monetary rewards such as recognition, feedback, coaching, mentoring and career development. These non-monetary factors, if implemented correctly, lead to increased staff motivation, satisfaction and retention. It helps to make the organisation become an "employer of choice" and this gives the organisation the ability to attract and retain talented staff (Armstrong & Brown 2006:22).

Findings from the primary research revealed that Yonga Bank adopts a total reward approach. However, not all the non-financial incentives are being utilised effectively. Major areas of concern are the lack of mentoring programmes in place and the limited career development opportunities. This together with the findings on staff turnover intentions is a cause of concern for the organisation. In order for an organisation to become an "employer of choice" and the "best company to work for" there is a need for the frequent review of the formal mentoring programmes. These mentoring programmes should be aligned with career development plans for employees. A study that extends beyond one province and international in nature could be an interesting area for further research on the issue of non-monetary incentives within the banking sector.

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