

**UNIVERSITY OF KWAZULU-NATAL**

**Factors contributing to employee turnover intention at selected retail firms in KZN and  
strategies of mitigation**

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Master of Commerce- Coursework**

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**Date: 02 April 2025**

## DECLARATION

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## ABSTRACT

Attracting and retaining high-quality employees is vital to ensuring a high level of organisational performance and maintaining competitiveness in business. In order to attain maximum productivity, organizations invest in employees through training and career development programs. Therefore, management are compelled to implement strategies to minimize employee turnover. Employee turnover has been described as the state by which an employee shows his willingness to quit a job. Given the organizational disruption, such as reduced organizational performance and productivity, associated with employee turnover, employee turnover has become a pressing issue. In South Africa, the literature showed that employee turnover rate in the retail industries has been critically high. Considering the role of the retail industry on the South African economy as well as its customer-facing nature, employee turnover has more consequences on the retail sector and the societies as compared to other sectors of the economy. In addition, the high rate of employee turnover and its consequences on the affected organization has necessitated the need for an investigation of possible influencing factors of employee turnover intention. This study therefore investigated the factors contributing to employee turnover intention in the retail sector of KwaZulu-Natal province, at Companies A, B, and C. A quantitative methodology was employed, with 130 questionnaires administered at Companies A, B, and C. The findings showed that factors such as poor working conditions, lack of training, and career development programs, as well as management culture, influence employee turnover. The study concludes with possible means to manage employee turnover in the retail industries. One of the implications of the findings is that Companies should focus on improving work environment and conditions, management culture, and job satisfaction. By addressing these key causative factors of employee turnover, they can improve retention rates and ensure that their employees are satisfied with their jobs. For future studies, it was recommended that additional sectors also be studied to acquire a broader perspective of the impact of labour turnover intention may have in other sectors of the South African labour market.

**Keywords:** Employee; labor, turnover, management, retail, organization; workforce

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>i</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>ii</b>
<b>ABSTRACT.....</b>	<b>iii</b>
<b>LIST OF FIGURES .....</b>	<b>vii</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>CHAPTER 1: INTRODUCTION.....</b>	<b>1</b>
<b>1.1 Introduction.....</b>	<b>1</b>
<b>1.2 The Background of the Study .....</b>	<b>2</b>
<b>1.3 Research Problem .....</b>	<b>4</b>
<b>1.4 Research Questions.....</b>	<b>5</b>
<b>1.5 Research Objectives.....</b>	<b>5</b>
<b>1.6 The Significance of the Study.....</b>	<b>6</b>
<b>1.7 Research Methodology .....</b>	<b>7</b>
1.7.1 Research design .....	7
1.7.2 Research approach .....	7
<b>1.8 The Limitations of the Study .....</b>	<b>7</b>
<b>1.9 Structure of the Dissertation.....</b>	<b>8</b>
<b>1.10 Conclusion .....</b>	<b>8</b>
<b>CHAPTER 2: LITERATURE REVIEW.....</b>	<b>10</b>
<b>2.1. Introduction.....</b>	<b>10</b>
<b>2.2. Significance of the retail sector to the South African economy .....</b>	<b>10</b>
<b>2.3. Labour turnover.....</b>	<b>11</b>
2.3.1 The negative impacts of labour turnover in the retail sector .....	12
2.3.2 Benefits of reduced labour turnover in the retail sector.....	12
<b>2.3.3 Strategies for reducing labour turnover .....</b>	<b>14</b>
<b>2.4 Labour turnover in the South African retail sector .....</b>	<b>15</b>
<b>2.5. Theories for the study .....</b>	<b>16</b>
2.5.1 Herzberg’s Two-Factor Theory .....	16
2.5.1.1 The Motivation Factors.....	17
2.5.1.2 The Hygiene Factors .....	17
2.5.2. Job Coupling Model.....	18
2.5.2.1. Fitness .....	19
2.5.2.2. Linkage .....	20
2.5.2.3. Sacrifice .....	20
<b>2.6. Factors that influence labour turnover rate.....</b>	<b>20</b>
<b>Impact of labour turnover on retail operations .....</b>	<b>21</b>

2.6.1. Training and career development opportunities .....	21
2.6.2 Work environment and conditions.....	22
2.6.3 Performance appraisal and feedback .....	23
2.6.4 Organisational and management culture.....	24
2.6.5 Remuneration.....	25
2.6.6 Recruitment and staff selection processes .....	25
2.6.7 Rate of unemployment.....	26
2.6.8 Employee personal interests .....	27
2.6.9 Job satisfaction.....	28
2.6.10 Motivation.....	29
<b>2.7 Impact of labour turnover on retail operations .....</b>	<b>30</b>
<b>2.8 Strategies for minimizing labour turnover in retail operations .....</b>	<b>31</b>
<b>2.9 Conclusion .....</b>	<b>32</b>
<b>CHAPTER 3: RESEARCH METHODOLOGY .....</b>	<b>33</b>
<b>3.1 Introduction.....</b>	<b>33</b>
<b>3.2 Research Paradigm.....</b>	<b>33</b>
<b>3.3 Research design.....</b>	<b>34</b>
<b>3.4 Research approach.....</b>	<b>35</b>
<b>3.5 Target population.....</b>	<b>36</b>
<b>3.6 Study Site .....</b>	<b>36</b>
3.6.1. Brief background on company A, B and C.....	37
<b>3.7 Sampling process and Technique .....</b>	<b>37</b>
<b>3.8 Sample Size .....</b>	<b>38</b>
<b>3.9 Data Collection Instruments .....</b>	<b>39</b>
<b>3.10 The Questionnaire.....</b>	<b>39</b>
<b>3.11 Questionnaire pretesting .....</b>	<b>40</b>
<b>3.12 Data collection .....</b>	<b>40</b>
<b>3.13 Distribution of questionnaires .....</b>	<b>40</b>
<b>3.13 Questionnaire design .....</b>	<b>40</b>
<b>3.14 Conceptual Framework.....</b>	<b>41</b>
<b>Impact of labour turnover on retail operations .....</b>	<b>43</b>
<b>3.15 Ethics.....</b>	<b>44</b>
<b>3.16 Data analysis.....</b>	<b>44</b>
<b>3.17 Conclusion .....</b>	<b>45</b>
<b>CHAPTER 4: FINDINGS AND ANALYSIS .....</b>	<b>46</b>
<b>4.1 Introduction.....</b>	<b>46</b>
<b>4.2 Response rate.....</b>	<b>46</b>

<b>4.3 Consistency and Reliability .....</b>	<b>46</b>
<b>4.4 Descriptive statistics of the study.....</b>	<b>47</b>
4.4.1 Participants Age .....	47
4.4.2 Racial grouping of the respondents.....	48
4.4.3 Gender.....	48
4.4.4 Length of service.....	49
<b>4.5 Constructs used in this study .....</b>	<b>49</b>
4.5.1 Causative Factors of Employee Turnover.....	49
4.5.2 Impact of Labour turnover on employee .....	56
4.5.3 Impact of labour turnover on Business operation .....	58
4.5.4 Measures to minimize employee turnover .....	62
<b>4.6 Correlation Analysis .....</b>	<b>65</b>
<b>4.7 Conclusion .....</b>	<b>68</b>
<b>CHAPTER 5: DISCUSSION OF RESULTS .....</b>	<b>69</b>
<b>5.1 Introduction.....</b>	<b>69</b>
<b>5.2 Aligning of results with the objectives of this study.....</b>	<b>69</b>
<b>5.3 Causative factors of employee turnover .....</b>	<b>69</b>
5.3.1 Satisfaction with training and career development opportunities.....	69
5.3.2 Work environment and conditions.....	70
5.3.3 Performance appraisal and feedback .....	70
5.3.4 Management culture.....	71
5.3.5 Remuneration.....	71
5.3.6 High unemployment rate.....	72
5.3.7 Job satisfaction.....	72
5.3.8 Motivation.....	73
<b>5.4 Impact of labour turnover on employees.....</b>	<b>74</b>
<b>5.5 Impact of labour turnover on business operations .....</b>	<b>75</b>
<b>5.6 Measures to minimize employee turnover .....</b>	<b>77</b>
5.6.1 Promote good management culture .....	77
5.6.2 Improve remuneration.....	77
5.6.3 Recognise and reward employees' efforts. ....	78
5.6.4 Provide more growth and development opportunities. ....	78
<b>5.7 Conclusion .....</b>	<b>79</b>
<b>5.8 Implication of the study's findings .....</b>	<b>81</b>
<b>5.9 Limitations and Recommendations.....</b>	<b>82</b>
<b>Reference List.....</b>	<b>83</b>
<b>Appendix A: Research Questionnaire.....</b>	<b>90</b>

<b>Appendix B: Ethical Approval Letter .....</b>	<b>94</b>
<b>Appendix C: Cover Letter and Informed Consent .....</b>	<b>95</b>
<b>Appendix D: Letter of thesis editing from professional researcher .....</b>	<b>97</b>

## LIST OF FIGURES

Figure 2.1: Herzberg’s Two Factor Theory .....	17
Figure 2.2: The Job-Coupling Model .....	19
Figure 2.3: Conceptual Model.....	21
Figure 3.1: Conceptual Framework.....	43
Figure 4.1: Age Distribution of Respondents.....	47
Figure 4.2: Racial Distribution of Respondents.....	48
Figure 4.3: Gender Distribution of Respondents.....	48
Figure 4.4: Respondents Length of Service.....	49
Figure 4.5: Training Satisfaction.....	50
Figure 4.6: Availability of Tools for Work.....	50
Figure 4.7: Career Development Opportunities.....	51
Figure 4.8: Employee Workload.....	51
Figure 4.9: Employee Working Hours.....	52
Figure 4.10: Performance Appraisal and Feedback.....	52
Figure 4.11: Management Culture.....	53
Figure 4.12: Employee Efforts.....	53
Figure 4.13: Employee’s Salary.....	54
Figure 4.14: High Unemployment Rate.....	54
Figure 4.15: Employee Job Satisfaction.....	55
Figure 4.16: Employee Job Motivation.....	55
Figure 4.17: Impact of Labour Turnover on Employee.....	56
Figure 4.18: Impact of Labour Turnover on Employee .....	57
Figure 4.19: Impact of Labour Turnover on Employee .....	57
Figure 4.20: Impact of Labour Turnover on Employee .....	58
Figure 4.21: Impact of Labour Turnover on Employee .....	58
Figure 4.22: Impact of Labour Turnover on the Business Operation.....	59
Figure 4.23: Impact of Labour Turnover on the Business Operation.....	60
Figure 4.24: Impact of Labour Turnover on the Business Operation.....	60

Figure 4.25: Impact of Labour Turnover on the Business Operation.....	61
Figure 4.26: Impact of Labour Turnover on the Business Operation.....	61
Figure 4.27: Measures to Minimize Employee Turnover.....	62
Figure 4.28: Measures to Minimize Employee Turnover.....	63
Figure 4.29: Measures to Minimize Employee Turnover.....	63
Figure 4.30: Measures to Minimize Employee Turnover.....	64
Figure 4.31: Measures to Minimize Employee Turnover.....	64
Figure 4.32: Correlation analysis.....	66
Figure 4.33: Correlation analysis.....	67
Figure 4.34: Correlation analysis.....	68

## **LIST OF TABLES**

Table 3.1: Sample Size Krejcie & Morgan.....	39
Table 5.1: Mapping objectives to the key findings.....	80

# CHAPTER 1: INTRODUCTION

## 1.1 Introduction

We are in a rapidly changing global economy that has created an urgent need for increased knowledge-based environments requiring human capital to achieve organisational success. Thus, it is essential that organisations acquire and maintain a workforce that have the necessary skill sets to realise its economic objectives and missions whilst also achieving an advantage over its competitors. The retail sector is a critical component of any nation's economy. A significant characteristic of the South African retail industry is mall-based retailing, which is largely due to the dominance of larger retail business players such as Shoprite, Game, Makro, Pick n Pay, Spar, Woolworths, Massmart, (Mokoena et al., 2022). However, smaller retail outlets such as small shop owners have sprung up over the years, and they are exerting an economic influence that cannot be totally ignored in this industry (Li and Kuruvilla, 2022).

Retail business is renowned to be a labour-intensive industry consisting of a significant percentage of the workforce, and in South Africa, it provides a major and significant source of employment for uneducated and persons with just basic education and skills. Labour in the retail industry is to a great degree categorised with comparatively little wages, very restricted allowances, a low level of job security, unfavourable working hours, temporary work, and differing of atypical employment conditions (Mokoena et al., 2022). As a result of the foregoing, retailers are faced with a high level of workforce flexibility due to its seasonal nature and hence a very high rate of employee turnover (Alberti and Sacchetto, 2024). Employee turnover may be defined as the general variation in the number of employees in an organisation over a particular time or the frequency at which employees exit a firm and are substituted by new employees (Serapelwane and Manyedi, 2022, Adriano and Callaghan, 2023) . Employee turnover is established to be a widespread problem in the different sectors of the South African economy, which also has a high voluntary employee turnover rate. (Ogony and Majola, 2018, Rijamampianina, 2015, Schlechter et al., 2016a).

In the light of the significance of employee turnover in, human resources management, labour economics and organisational behaviour as well as the fact that it significantly affects organisational effectiveness and performance (Alberti and Sacchetto, 2024), it is imperative to carry out this study to reveal and bring into perspective the driving variables of employee turnover in the selected (3) retail firms within KwaZulu-Natal province.

To address the above, several factors such as poor working conditions, lack of training, and career development programs, as well as management culture, influence employee turnover. that encourage employee turnover intention will be assessed to determine which of them may contribute to the increase in employee turnover in Company A B and C. The identified factor(s) will then be assessed for their impacts on the management and firm with a view to understanding them and proffering recommendations on potentially effective approaches to mitigate the increasingly elevated level of employee turnover.

## **1.2 The Background of the Study**

As a result of the non-standard employment conditions (Bachmann & Frings, 2017; Han, Håkansson, & Lundmark, 2019) that is prevalent in the retail industry, it is faced with a high level of workforce flexibility due to its seasonal nature (Han et al., 2019; Heidig, Dobbelstein, Mason, & Jooste, 2018). The foregoing explains why the rate of labour turnover in the retail industry is very high. Employees turnover intention is well-defined as a behavioural intent that develops from numerous aspects like internal rules, labour market facets and employee insights (Han, Håkansson, & Lundmark, 2019). Rowley et al. (2023), defined turnover as the driving of personnel away from the organisation. This suggests that the intention to turnover is the employee's intention to exit the organisation among its fellow workers. Adriano and Callaghan (2022) emphasised that the turnover intention is the likelihood that measures an employee to leave an organisation. It is reflected as a key contributing factor to the worker's intent to exit the present firm (Adriano and Callaghan, 2023).

The intent to leave may have been caused by the employee's pessimistic sentiments and thoughts toward their job and place of work. Sai and Kumari (2023) speculate that that intention to turnover has been established as a prognosticator to actual turnover. Thus, the intention to turnover has an immense impact on the actual leaving process within organizations. The causes for specific turnover intention are education levels, gender, age, marital status, and experience gained in an organisation (Hallikas, 2022). Prior studies revealed that the frequency of female employee turnover is greater, as related to male employees (Permata and Solehah, 2022). It was established that women are likely to give birth and have. family duties that they must prioritise. This is an important issue that needs to be addressed urgently. Although employees work in teams or in a particular position for extended periods of time, they feel weary and are inclined to leave their positions.

According to Brander-Peetz et al. (2022), “Employees with youthful, inexperienced and a high education level tend to have low level of fulfilment about jobs and careers, and have lesser obligation to the organisation, these adverse outlooks are related with turnover intention”. A major key factor of turnover intention is individual talent. When individuals have robust capability and are skilled at their job and cannot advance further in the organisation, they are disposed to turnover intention (Banda, 2022, Bangura and Lourens, 2024). Literature has overpoweringly proven that the retention of a valued or efficient workforce can play an important role for the endurance of an organisation. This could have negative impacts on productivity and profitability (De Klerk, 2022).

Many experts concur that the implementation of employee retention policies aims to address the diverse needs of employees, enhancing their job satisfaction while reducing the significant costs associated with recruiting and training new staff (Dwesini, 2019(Selesho and Matjie, 2024)). Preserving a company's strategic advantage relies heavily on retaining dependable and skilled employees (Bolt et al., 2022). Agba, Angioha, Akpabio, Akintola, and Maruf (2021) further reveal that employee turnover places an unnecessary burden on remaining workers within an organization, as they must shoulder the additional workload. This situation leads to diminished morale, increased anxiety, and higher rates of worker absenteeism. Levy (2022) supports these findings by stating that current employees are often required to take on additional responsibilities to compensate for the loss of departed colleagues. Levy (2012:13) emphasizes the crucial role of employees in achieving organizational objectives, highlighting that employee departures can negatively impact service quality provided to customers and stakeholders. When an organization experiences high employee turnover, it is more likely to suffer from poor performance.

According to a study conducted by Li and Kuruville (2022) on behalf of the Society for Human Resource, the cost of replacing employees can amount to as much as 60% of an employee's annual compensation, with the total cost of replacement, including loss of productivity and training expenses, ranging from 90% to 200% of an employee's annual compensation. Organizations that experience high employee turnover are more likely to suffer from poor performance (Ayodele, Chang-Richards, & González, 2022). The conflicting findings in empirical evidence can be attributed, in part, to the challenge of controlling for changes in management quality across different firms, which can impact both labour productivity and turnover (Ngo-Henha, Khumalo, Ngo-Henha, & Khumalo, 2022). Adriano and Callaghan

(2022) argue that employee turnover is detrimental to organizational success and viability due to the loss of critical business resources. Various factors that influence employee turnover rate have been identified, including managerial factors, work-life balance, employee compensation, work environment, employee expectations, relationships with colleagues, motivation, and job satisfaction, among others (Agba, Angioha, Akpabio, Akintola, & Maruf, 2021). However, not much research has been done to investigate how these factors specifically impact employee turnover and affect management policies and retention strategies in the retail industry (Mahlasela & Chinyamurindi, 2020). Additionally, it is important to assess whether adopted retention strategies can effectively mitigate the influence of these identified factors on employee turnover.

Companies A, B and C have noted recent trends, of increasing employee turnover, in their retail sector in the KwaZulu-Natal region. Given that labour turnover is a serious human resource and it significantly influences organisational performance, production, and profits (Bolt et al., 2022, Levy, 2022); as well as the fact that workers with extraordinary skills are in demand and are problematic to source (Dwesini, 2019, Sai and Kumari, 2023), it is imperious to investigate and comprehend the aspects that impact the workers intention to leave the organisation that underlie the high rate of labour turnover in Companies and to proffer approaches to curb the situation. South African literature relating to reasons of turnover intention in the retail industry is lacking. Therefore, this study pursues to add to the body of knowledge by undertaking a detailed study of the above-mentioned areas of research within the retail industry in KZN, South Africa. This study will provide the retail industry with some direction pertaining to factors that impact employee turnover and countermeasures that may be implemented to lessen its impact.

### **1.3 Research Problem**

Labour turnover is a vital research subject in the arenas of human resources management, labour economics and organisational behaviour (Mokoena et al., 2022, Adriano and Callaghan, 2023, Selesho and Matjie, 2024). As a result, there is an increase in the need to understand the major driving factors affecting labour turnover. This can lead to the development of advanced and effective turnover risk management techniques, which will become an essential tool or approach to safeguard organisational steadiness and encourage the active retaining of employees. Furthermore, due to lack of compliance to standard employment conditions,

relatively meagre wages with little or no allowances, a low level of job security etc., that are prevalent in the retail sector, the degree of labour turnover in the retail industry is very elevated.

A high staff turnover rate leads to poor employee performance because it interrupts operational activities and places excessive tasks on the remaining employees. This may negatively influence organisational effectiveness and outcomes (Kanchana and Jayathilaka, 2023, Adriano and Callaghan, 2022, Ngo-Henha et al., 2022, Dwesini, 2019). In addition, organisations are forced to channel scarce resources into recruitment and training of new replacement staff members. This is usually time consuming and expensive. With the foregoing, it is vital to identify the underlying causes of high labour turnover rates, their impacts on organisational performance and propose strategies for improving retention, organisational efficiency, and employee performance. This study seeks to understand the intricacies of labour turnover within the retail sector of KwaZulu-Natal, South Africa. It aims to identify the specific drivers of employee turnover, assess its impact on retail businesses in the region, and evaluate the effectiveness of existing retention strategies. By focusing on the unique economic, cultural, and regulatory environment of KZN, the research will provide insights into how retail organizations can better manage labour turnover to enhance stability, productivity, and employee satisfaction.

#### **1.4 Research Questions**

1. What are the most significant causative factors/drivers of employee turnover intention in Company A, B and C based on employee opinion?
2. What is the impact of labour turnover on remaining employees in Company A, B and C?
3. What is the impact of labour turnover on business operations in Company A, B and C?
4. What measures can be taken to minimize labour turnover in Company A, B and C?

#### **1.5 Research Objectives**

Specific intentions of this study.

1. To determine which of the following factors/drivers affects employee turnover intention in the Company A, B and C based on employee opinion.
  1. Lack of training and career development opportunities
  2. Poor work conditions
  3. Performance appraisal and feedback

4. Management Culture
  5. Remuneration
  6. Recruitment and staff selection processes
  7. Rate of unemployment which influences the decision to stay or leave the organisation
  8. Employee personal interest
  9. Job satisfaction.
  10. Motivation
2. To determine the impact of labour turnover on remaining employees in company A, B and C.
  3. To determine the impact of labour turnover on business operations in Company A, B and C.
  4. To determine strategies that the Companies can effectively use to manage labour turnover.

### **1.6 The Significance of the Study**

The elevated rate of labour turnover in the retail sector maybe extremely detrimental to the overall functioning of the organisations concerned. It is crucial for this study to be performed as it will enable an assessment of the phenomena and foster an understanding of the current situation of the impact of labour turnover on retail firms while also providing insight into the factors that drive this process. Findings from this study will be invaluable in providing the requisite knowledge and information needed to develop advanced and effective turnover risk management techniques, that will become an imperative tool to guarantee organisational permanence and encourage the active retaining of employees. Since several factors drive labour turnover intention within or between different industries, it is likely that the outcomes from this research will assist the management of the selected Companies and other retail firms to recognize the foremost causes behind the elevated employee turnover in the retail industry. Since the significant factors that drive labour turnover intention will be identified based on the data collected and analysis of results, employers can apply the recommendations provided to alleviate employee turnover issues. Furthermore, the outcomes of this research are also intended to raise employer awareness to initiate preventive measures with a view to preventing a recurrence of labour turnover within their organisations. Finally, the findings of this study will assist policymakers in crafting labour policies and regulations, ensuring that they address the unique challenges faced by the retail sector in KZN.

## **1.7 Research Methodology**

### **1.7.1 Research design**

To achieve the objectives of this study, an explanatory research design was employed. This design is characterized as a fact-finding investigation that seeks to explain events as they occur at a specific point in time (Mwangangi, Atikiya, Nzulwa, & Odhiambo, 2017). According to Sileyew (2019), this research design provides a framework for the researcher to explore relevant aspects of the phenomenon of interest from individual, organizational, and industry perspectives. Given that this study aims to identify the factors driving employee turnover intention and examine the impact of employee turnover on the remaining employees within the selected companies, the variables were considered to be factual and characteristics to be studied. Therefore, the researcher opted for a descriptive research design, which allows for a systematic and precise exploration of the facts and characteristics of the topic of focus in order to discover connections or associations among the variables. This design is well-suited for the study as it minimizes bias and maximizes the reliability of the collected data. In addition, the integration of both designs enhances the validity of the research findings. Descriptive research offers a detailed snapshot of the retail sector, ensuring that the study is grounded in real-world conditions and phenomena. Explanatory research complements this by adding a layer of depth, testing hypotheses about relationships and causations that can inform more effective policy and decision-making.

### **1.7.2 Research approach**

The researcher in this study utilized a quantitative approach. Quantitative research, as described by Pandey and Pandey (2021), involves collecting data in a manner that allows for quantification and statistical analysis. This approach enables the researcher to establish or challenge alternative knowledge claims by subjecting the data to statistical treatment. By adopting this quantitative research approach, the study aimed to identify and evaluate the current factors contributing to labour turnover intention in the retail industry. It facilitated the quantification and statistical comparison of the level of involvement of each factor in driving labour turnover, while also providing a reliable assessment of the staff retention strategy.

## **1.8 The Limitations of the Study**

This study specifically investigated the factors/opinions of employees contributing to employee turnover intention within the selected companies (A, B and C), which consists of outlets belonging to well-established and large retail companies. Consequently, some of the

conclusions drawn from this study may not be directly applicable to smaller-scale retailers in the province. For the purpose of this study, turnover encompassed both voluntary and involuntary permanent withdrawal from the organization, without distinguishing between the two. The study duration was limited to two months. This had an impact on the sample size and the geographical location of potential respondents.

### **1.9 Structure of the Dissertation**

The study was conducted with careful attention to detail, maintaining a logical flow throughout. The findings of the study were documented and presented in six chapters, outlined as follows:

#### **Chapter 1: Introduction**

Provides an overview of the research topic, its significance, and the objectives of the study.

Outlines the research questions and the scope of the study.

#### **Chapter 2: Literature Review**

Presents a comprehensive review of relevant literature and theoretical frameworks related to employee turnover and retention.

Identifies key factors and concepts that have been studied in previous research.

#### **Chapter 3: Research Methodology**

Describes the research design, approach, and data collection methods employed in the study.

Explains the sampling technique and the selection criteria for participants.

Discusses the data analysis techniques and procedures used.

#### **Chapter 4: Data Analysis and Findings**

Presents the analysis of the collected data using appropriate statistical tools and techniques.

Summarizes the findings in relation to the research questions and objectives.

#### **Chapter 5: Discussion and Interpretation of Findings**

Interprets the findings of the study in light of the existing literature and theoretical frameworks.

Discusses the implications of the findings and their significance for the research topic.

Summarizes the main findings and their implications. Provides conclusions based on the findings and offers recommendations for future research and practical applications.

Each chapter contributes to the overall understanding of the research topic and builds upon the previous chapters, ensuring a cohesive and well-structured presentation of the study's findings.

### **1.10 Conclusion**

In the introductory chapter of the dissertation, a brief overview of labor turnover and the South African retail industry was provided. The problem statement, research questions, and

objectives of the study were also presented. Furthermore, an outline of the dissertation was provided to give readers a clear structure of the research. The importance of addressing high staff turnover rates was highlighted, as it can have negative effects on employee performance, operational activities, and organizational effectiveness. Particularly in the retail sector, where labour turnover rates tend to be high, understanding the factors contributing to turnover becomes crucial for effectively managing its challenges. The next chapter presents the review of literature conducted on this study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. Introduction**

In this chapter, the existing literature on the South African retail trade industry and labour turnover will be discussed. The theories adopted are Herzberg's Two-Factor Theory and the Job Coupling Theory. Factors that determine labour turnover in the retail industry, will also be examined. First, the significance and contributions of the retail trade industry to the South African economy will be evaluated. Second, a general discussion on labour turnover and how it affects organisations will be given and followed by the state of employee turnover within the South African retail sector. Third, the theories adopted for the study, i.e., Herzberg's Two-Factor theory and the Job Coupling theory, will be examined with a focus on how these models explain employee turnover behaviours within organisations. Finally, the factors that influence employee turnover intention and determine the rate of labour turnover are defined and discussed with each focused on the retail sector while also relating them to the theories adopted for the study and as strategies to enhance employee retention.

### **2.2. Significance of the retail sector to the South African economy**

Although the South African economy is generally reflected as a developing economy, the structure of her retail trade industry is more organised and reflects a more mature and advanced market than the retail sectors of other African countries (Li and Kuruvilla, 2022). South Africa's retail sector is extremely concentrated and dominated by a fairly small quantity of large retail companies, although small and medium retail enterprises are significant contributors to the industry (Levy, 2022). The largest comprise of: Pick n Pay Holdings Ltd, Spar Group Ltd, Edcon Pty (Ltd), Shoprite Holdings Ltd, Massmart Holdings Ltd and Woolworths Holdings Ltd. These corporate retailers are able to dominate the South African retail environment because of the shopping centre- and mall-based system that characterise the South African retail setting (Alberti and Sacchetto, 2024).

Over the years, South Africa's retail trade industry has proven to be an important contributor to employment and GDP (Bolt et al., 2022). According to Statistics South Africa's Quarterly Labour Force Survey (Statistics South Africa, 2020) for the third quarter of 2020, the trade industry—under which the retail trade sector is classified with other subsectors such as wholesale trade, repairs, catering, and accommodation—stood out as the second-largest employer of labour in the formal South African economy (Selesho and Matjie, 2024).

While sector-specific data for the retail industry for 2020 is not yet available, the Retail Trade Industry report released in September 2018 shows that the total number of persons employed in the retail sector as at the end of June 2018 was 795 841. Comparing this to the 3 219 000 employments provided by the trade industry in the second quarter of 2018 (Statistics South Africa, 2018), it is clear that the retail industry which accounted for 24.78% of the total trade industry employments, is a significant contributing sector in the trade industry (Serapelwane and Manyedi, 2022, Selesho and Matjie, 2024). In the same year, the retail industry recorded a total income of R1 008,7 billion, with a profit margin of 2.4%, and this represents an increase of 7.1% per annum over the income that was reported in the corresponding survey of 2015 (R821.5 billion) (Statistics South Africa, 2018). These figures are representative of only the formal sector employees in the retail industry and a growing trend of informalisation in the sector thus suggesting that if the informal sector of the retail sector is taken into consideration, then the importance of this sector of the trade industry to the South African local economy is even greater than depicted. Another importance of the retail industry is the ability to provide job opportunities for persons from a broad spectrum of educational levels and diverse backgrounds (Brander-Peetz et al., 2022, De Klerk, 2022, Permata and solehah, 2022).

### **2.3. Labour turnover**

Labour turnover has been described in numerous ways, although most explanations of the concept bear a common essential element which is the movement of employees out of an organisation (Grzenda and Buczyński, 2015, Ayodele et al., 2022, De Klerk, 2022). This may be voluntary, i.e., via either resignation or retirement, or involuntary via actions by an organisation such as dismissals, retrenchments, mandatory retirement or expiry of a fixed-term contract, and transfers from one unit to another. Labour turnover is an inevitable event for every organisation since it can occur due to employee mortality, even when the preceding circumstances/causes are absent (Agba et al., 2021, Bangura and Lourens, 2024, Phaladi and Ngulube, 2024). Although a general perception is that labour turnover is inherently disadvantageous to business organisations hence it is dysfunctional and undesirable (Kanchana and Jayathilaka, 2023), certain considerations have demonstrated that whether labour turnover is favourable to an organisation (functional) or not is dependent on several factors (Serapelwane and Manyedi, 2022).

### **2.3.1 The negative impacts of labour turnover in the retail sector**

Despite the potential of being beneficial to an organisation, labour turnover may be dysfunctional with a significantly high cost to an organisation (Permata and solehah, 2022). For example, where an employee has just been hired and trained, if such an employee decides to quit the organisation, the implications of this are that the organisation loses their training investment in such an employee (Alberti and Sacchetto, 2024). At the same time, the organisation bears the education and development expenses to the advantage of the new organisation where the employee moved to (Musango, 2024). Another negative implication of labour turnover is that, though the direct costs, like replacement costs in the form of agency and training fees, are easily determined, the hidden real cost of staff turnover cannot be quantified (Banda, 2022). For instance, lost man hours amid the time an employee leaves to when a substitute is hired and the decrease in output of a newly engaged member of staff whilst learning the work can be difficult to quantify (Li and Kuruvilla, 2022, Phaladi and Ngulube, 2024). Other notable negative outcomes of labour turnover consist of a decrease in customer fulfilment, deficiency of organisational expertise which ultimately leads to decreased overall productivity, performance, and profit (Adriano and Callaghan, 2022)

### **2.3.2 Benefits of reduced labour turnover in the retail sector**

From an organisational standpoint, labour turnover may be beneficial if it provides the opportunity to terminate the employment of less or unproductive personnel, which in the long-term may certainly affect the efficiency and output of other workers and the total performance of the organisation through, e.g., the exit of an employee who foments conflicts between workers in the workplace (Bolt et al., 2022, Maroga et al., 2024). Labour turnover may also lead to the recruitment of new employees who can come with novel concepts and processes, thereby inspiring innovation and transforming the organisation to be more effective (Adriano and Callaghan, 2022, Sharma and Syal). Hence, labour turnover can be reflected as an opportunity for the management of a company to make crucial changes to the proficiency profile of the labour force (O'Callaghan, 2024).

An expert who has researched the retail industry widely reports that, when retailers see their workforce as an indispensable cause of their competitive advantage and as a key driver of sales and revenue instead as a cost to be decreased, they establish a virtuous cycle (Gichungu et al., 2024). Outlay in personnel allows for outstanding operational execution, which enhances sales and revenues. Several larger low point-price retailers in the United States and Spain have

produced such a virtuous operating cycle (Adriano and Callaghan, 2022). These retailers offer their personnel better training, above average pay, improved benefits, and additional-convenient schedules than their rivals do. The retailers in addition try to offer career progression prospects for their workforce by promoting primarily from inside, with several executives at the firms having begun on the shop floor (Kanchana and Jayathilaka, 2023). As an alternative to varying the number of workers to match in coming customers as most other retailers do, they fluctuate what workers do by teaching them to achieve a broader range of tasks. As a consequence of cross-training in a range of tasks, workers have more expectable schedule and are continually engaged, and consumers get speedier service from more-well-informed workers. When incoming customer traffic is elevated, workers concentrate on consumer-related tasks; when it is at a low level, they concentrate on other tasks. Not unexpectedly, staff turnover at these retailers is considerably lower than at their rivals, while sales per member of staff are much greater (Agba et al., 2021)

As observed in the literature, other benefits of reduced labour turnover in the retail sector and the strategies that can be used to achieve this goal are as follows.

- **Reduced costs.**

One of the most obvious benefits of reduced labour turnover is cost savings. When an employee leaves a retail organization, the cost of recruiting, hiring, and training a replacement can be significant. According to a study by Banda (2022), the cost of replacing an employee can be as much as 50-60% of their annual salary. Therefore, reducing turnover can result in substantial savings for retail organizations.

- **Improved productivity**

Reduced labour turnover can also lead to improved productivity. Employees who have been with a company for a longer period of time are likely to be more efficient and effective in their roles than new hires who are still learning the ropes (Kanchana and Jayathilaka, 2023). Furthermore, when employees leave a company, their departure can create a disruption in workflow and result in decreased productivity for the remaining employees.

- **Higher job satisfaction**

Employees who are satisfied with their jobs are less likely to leave their positions. Therefore, reducing labour turnover can be an indication that employees are satisfied with their roles and feel valued by their employer (Mokoena et al., 2022). This can lead to higher morale, increased motivation, and improved job performance.

- **Improved customer satisfaction**

Reducing labour turnover can also have a positive impact on customer satisfaction. Employees who have been with a company for a longer period of time are likely to be more knowledgeable about the products and services offered, as well as more skilled in customer service (Bolt et al., 2022). Furthermore, customers are more likely to develop a rapport with long-term employees, which can lead to increased loyalty and repeat business.

- **Reduced absenteeism and turnover intentions.**

Reducing labour turnover can also result in reduced absenteeism and turnover intentions among employees. When employees feel that their jobs are secure and that their employer values their contributions, they are less likely to miss work or seek employment elsewhere (Chetty and Price, 2024)

### **2.3.3 Strategies for reducing labour turnover.**

- **Recruitment and selection**

Indeed, effective recruitment and selection processes play a crucial role in mitigating labour turnover in retail organizations. By carefully selecting candidates who are well-suited for the organization and possess the required skills and experience, the likelihood of employees leaving their positions can be minimized (Ngo-Henha et al., 2022). Hiring individuals who align with the organizational culture and values can contribute to higher job satisfaction and engagement, reducing the inclination to seek alternative employment.

Additionally, providing realistic job previews during the recruitment process can be beneficial. By offering a transparent and accurate portrayal of the job and its expectations, candidates can develop a better understanding of the role, its challenges, and potential rewards. Realistic job previews help manage employee expectations, ensuring that individuals who accept the position are well-informed about the demands and responsibilities involved. This clarity can contribute to higher job satisfaction, lower turnover rates, and a better overall fit between employees and their roles (Adriano and Callaghan, 2023).

- **Training and development**

providing ongoing training and development opportunities is an effective strategy for reducing labour turnover in retail organizations. When employees perceive that there are opportunities for growth and advancement within the organization, they are more likely to be satisfied with their roles and less inclined to seek employment elsewhere (Phaladi and Ngulube, 2024).

Investing in training and development programs has multiple benefits. Firstly, it enhances employees' skills and knowledge, enabling them to perform their jobs more effectively. As a result, employees become more confident in their abilities and can contribute to the organization's success (Maroga et al., 2024). This improved job performance and productivity not only benefit the individual employee but also positively impact the overall operations of the retail organization.

Moreover, training and development initiatives demonstrate that the organization values its employees and is committed to their professional growth. This, in turn, fosters a sense of loyalty and engagement among employees, increasing their job satisfaction and reducing the likelihood of turnover (Selesho and Matjie, 2024). By offering ongoing training and development opportunities, retail organizations can create a supportive and nurturing environment that promotes employee retention and contributes to the long-term success of the business.

- **Compensation and benefits**

Compensation and benefits can also play a role in reducing labour turnover. Offering competitive salaries, bonuses, and benefits packages can help to attract and retain employees (Alberti and Sacchetto, 2024). Furthermore, providing incentives for long-term employment, such as retirement benefits or stock options, can help to create a sense of loyalty among employees.

#### **2.4 Labour turnover in the South African retail sector**

A recent news report by (Manjoo et al., 2023) points out the severity of low employee retention among South African organisations. It notes that about 60% of adolescent South African specialists are not happy with their current employment and are considering switching organisations inside 12 months. The report also highlighted the high rate of labour turnover in South African organisations. The report also noted that employees quit their jobs to search or resume another within their first two years of employment. In 2018/2019, South African tourism experienced a staff turnover rate of 9.2%, which was up from 5.1% for the previous

financial year. Voluntary turnover due to employee resignation accounted for 7.7% of the 9.2% turnover rate (South African Tourism, 2019). Several surveys have placed total turnover rate among South African organisations between around 20% (Serapelwane and Manyedi, 2022, Agba et al., 2021). The retail sector is not exempted from this trend. Labour turnover in the retail business sector is particularly high, with a typical staff turnover percentage of between 20% and 25% reported in 2010. Among many other factors, the perception that the retail sector is low-skilled with poor career prospects and with a low level of job security, hence it is a short-term, makeshift employment option (Mokoena et al., 2022, Adriano and Callaghan, 2023). A study reported on an investigation into students' perceptions of retail employment established that less than 25% of students supposed retail to be a worthy industry to work in, and they cited duty and difficult work prospects, and the upkeep of a good work-life balance as reasons that were of apprehension among the topics (Bolt et al., 2022, Maroga et al., 2024). Retail industry characteristics such as conventionally higher than normal hiring of part-time, high seasonality and workforce flexibility levels, and temporary/casual workers and the minimal skill requirements of the sector which fuels high worker mobility are also drivers of the elevated labour turnover rate of the retail industry (Sai and Kumari, 2023).

## **2.5. Theories for the study**

### **2.5.1 Herzberg's Two-Factor Theory**

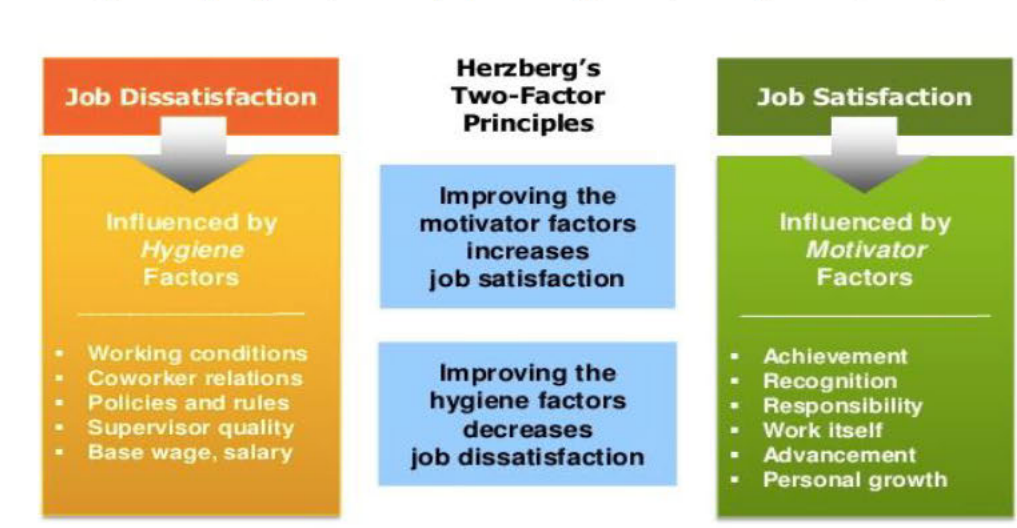
Herzberg's Two-Factor theory as per Figure 1, furnishes a two-dimensional model of aspects that determine an employee's attitudes towards their work which was first published in 1959. The initial hypothesis developed by Herzberg and his colleagues was that job satisfaction, and dissatisfaction were influenced by two distinct sets of factors. Hence job satisfaction and dissatisfaction could not be unfailingly assessed using a similar continuum (Ngo-Henha et al., 2022, Gichungu et al., 2024). This hypothesis was later reviewed and further developed after two pilot studies were conducted to determine the factors that determined satisfaction and dissatisfaction. The focal proposition specified that elements that lead to optimistic attitudes differ from those that lead to adverse attitudes towards employment.

The second supposition indicated that the causes and effects involved in long-range sequence of events differ and are distinguishable from those in short-range sequences (Li and Kuruvilla, 2022). In line with the outcome of their studies, the Two-Factor theory of job satisfaction was

developed, which posits that aspects that impact job satisfaction is allocated into two categories—motivation and hygiene factors.

### 2.5.1.1 The Motivation Factors

The motivation factors are related to the work itself; hence they were also referred to as intrinsic factors. These motivators are linked to the need for growth or self-actualisation (Sai and Kumari, 2023); hence they lead to positive attitudes and motivation towards the job when present, and as a result, they bring job satisfaction and increase productivity (Herzberg, 1959, Stello, 2011). Examples of motivators are appreciation, accomplishment, career development, the role itself, growth prospects, and duty (Herzberg, 1959, Maroga et al., 2024).



**Figure 2.1 : Herzberg's Two Factor Theory (Herzberg, 1959)**

### 2.5.1.2 The Hygiene Factors

The second category of factors is the hygiene or maintenance factors which are related to job context and referred to as extrinsic factors because they are more correlated to the natural environment surrounding the job. Hygiene or extrinsic aspects are associated to 'the need to avoid unpleasantness' (Alshmemri et al., 2017) and they incorporate business policy and administration, technological management, inter-personal relationships with colleagues and supervisory staff, pay, work security, private life, working conditions, and prestige (Herzberg, 1959). In contrast to motivation factors, hygiene factors are not directly associated to the career. Hence, they are extrinsic and do not increase job satisfaction. However, hygiene factors help in preventing job dissatisfaction when present and can be a basepoint for the build-up of satisfaction (Alshmemri et al., 2017, Herzberg, 1959, Schlechter et al., 2016b).

The functional dichotomy between motivation and hygiene factors in shaping employee attitudes towards their job is central to the two-factor theory. This is so because the opposite of job satisfaction is not job dissatisfaction but no job satisfaction, and similarly, the opposite of dissatisfaction is not satisfaction but rather, it is no dissatisfaction. This is reflected in the fact that in the absence of hygiene factors, there is job dissatisfaction. However, when these extract factors are made available or present, it reduces dissatisfaction but does not necessarily improve employee job satisfaction. Similarly, the presence of motivator factors grows employee motivation and enhances job performance; however, the lack of these factors does not lead to dissatisfaction. According to this theory, managers of businesses and organisations are encouraged to make a balanced provision of factors in the two categories above to a satisfactory level if they are to increase employee satisfaction and diminish employee dissatisfaction, however, if the major goal is to improve employee performance and increase productivity, then satisfying motivation factors should be the main focus of managers (Herzberg, 1959, Hossain et al., 2023).

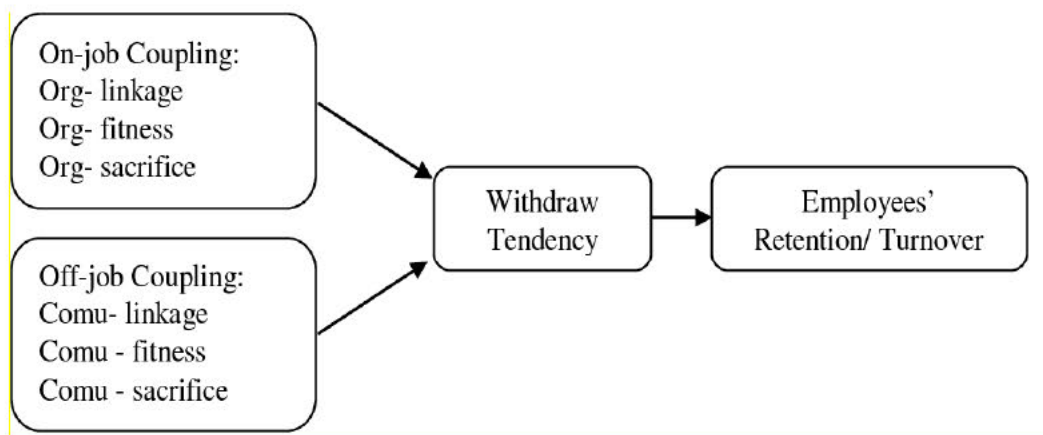
### **2.5.2. Job Coupling Model**

Job coupling as a concept in labour turnover was developed as a two-dimensional retention strategy that is targeted at understanding why employees stay or leave and hence reducing voluntary labour turnover. The job coupling model, as per Figure 2.2, of labour turnover was developed out of an attempt to understand what other factors determine employee turnover intention and predict turnover since traditional real turnover actions, such as job fulfilment, job probing, availability of alternative employment opportunities, and organizational commitment, when serving as major predetermined variables could not satisfactorily account for the various turnover variables (Maroga et al., 2024, O'Callaghan, 2024).

The observations that many voluntary turnover behaviours are the results of system shockers, which is not linked to job searching, job opportunity selection, nor job dissatisfaction, and the fact that employee turnover is strongly affected and determined by diverse multifaceted psychological and emotional processes which are intertwined through social relationships, further propelled the application of job coupling for the analysis of employee turnover in organisations (Chetty and Price, 2024). For instance, Manjoo et al. (2023) noted that aggregated job embeddedness (an early term associated with job coupling), in addition to being correlated

with intention to leave and eventual voluntary turnover, was a significant forecaster of turnover subsequently directing the effects of commitment, gender, satisfaction, job search and perceived alternatives.

The two dimensions of job coupling, “on-job-coupling” and “off-job-coupling” delineate three key determining factors in the reduction of labour turnover. These include fitness, linkage, and sacrifice (Tshwane et al., 2023). While on-job-coupling encompasses organisational fit, links and sacrifices, off-job-coupling delineates these three critical factors in relation to employee’s community and social circles outside of their employment/organisation (Amah and Oyetunde, 2023).



**Figure 2.2: The Job-Coupling Model** (Hom et al., 2012)

### 2.5.2.1. Fitness

Fitness is essentially the “extent to which employees’ jobs and communities are similar to or fit with other aspects in their life space” (Hossain et al., 2023). As stated by Amah and Oyetunde (2023), the term "fitness" refers to the perception of employees regarding their alignment or satisfaction with an organization and their surrounding environment. Further linking fitness to the theory of Coupling, they explain that employees’ personal values, career goals and aspirations must be compatible with the organisational cultures and the demands of the employees’ immediate employment, such as job knowledge, skills, and abilities hence the more the perceived compatibility (greater fitness), the higher the employees tend to be professionally and personally tied to the organization. In the retail industry, long working hours affect work-life balance; hence this may negatively influence an employee’s perception of fitness in the retail industry, thus prompting voluntary turnover. Chetty and Price (2024) identified long working hours as a cause of employee turnover among micro-retail businesses

in the South African tourism industry. An earlier study involving student subjects demonstrated the significance of personal values of fairness and diversity in student perceptions about the retail industry (Adriano and Callaghan, 2023). This is an indicator that these perceptions would influence student employees' perceived fitness if employed in a retail organisation.

#### **2.5.2.2. Linkage**

Linkage refers to the connections (formal and informal) between an employee and their organisations, people, or activities (Hallikas, 2022). This critical factor of job coupling suggests that the more links formed by an employee with the social, psychological, and financial web that includes friends within and outside the organisation, groups, community, and the physical environment where they live, the more the employee is bound to the job and organisation (O'Callaghan, 2024, Phaladi and Ngulube, 2024). For instance, social integration at the workplace and normative pressures such as marital and parental status, and the age of an employee may help forge links that positively influence commitment to their organisation and keep the employer on the job (Tshwane et al., 2023). The different dimensions of workplace spirituality which provide different levels of connections among employees were found to promote affective attachments between employees and their organisations (Manjoo et al., 2023)

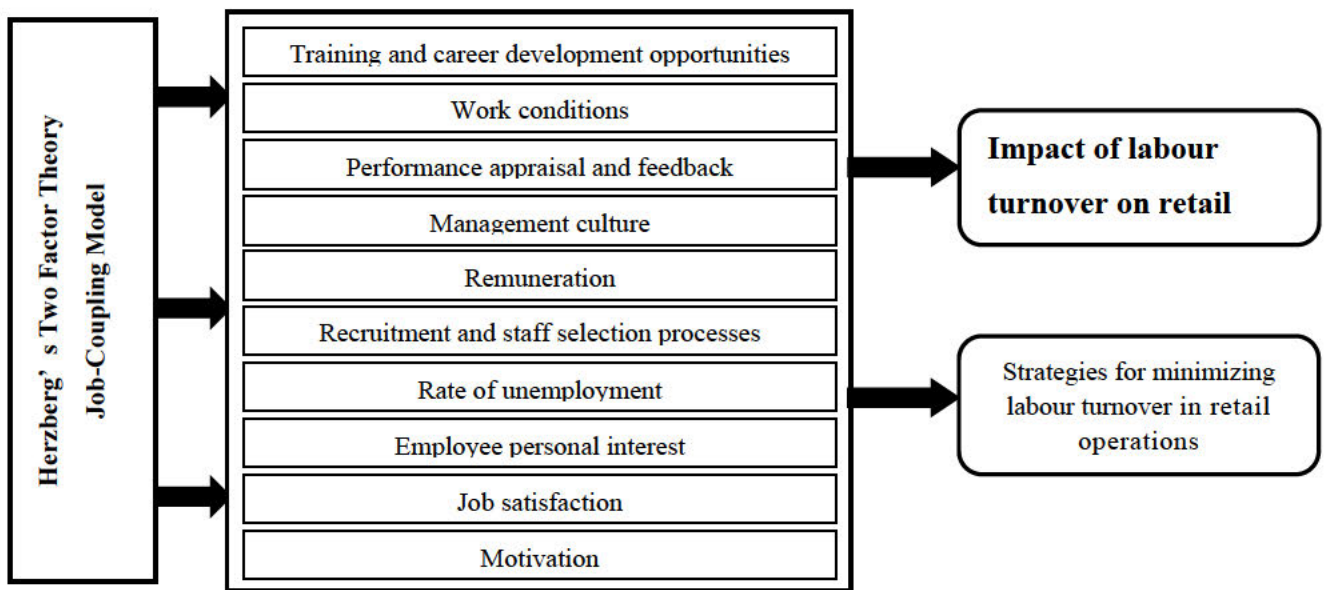
#### **2.5.2.3. Sacrifice**

Sacrifice as a factor of job coupling, which determines whether an employee may stay or quit their organisation, denotes the perceived benefit costs, which could be material or psychological, that an employee stands to lose if they quit their current employment or organisation (Bangura and Lourens, 2024, Gichungu et al., 2024). In view of this, an employee is less likely to quit their employment if they believe the loss, or what they must give up because of leaving, is too great (Sai and Kumari, 2023). For instance, switching costs, nonportable benefits or defined benefits, prospects for job permanence and progression and communal sacrifices (Hossain et al., 2023). Employees who feel a strong psychological attachment to their job, for reasons like a high level of perceived person-job fitness or job satisfaction, are more likely to find it very costly to leave the organisation (Gichungu et al., 2024) hence, perceived on-the-job sacrifice is a significant job coupling factor.

### **2.6. Factors that influence labour turnover rate**

Several factors that influence labour turnover have been identified from the literature and based on the foregoing, the dependent variable is employee turnover, while the independent variables

include training and career development opportunities, work conditions, performance appraisal and feedback, management cultures and practices, remuneration, recruitment and staff selection processes, the rate of unemployment, employee personal interest and job satisfaction. To evaluate how employee turnover impacts management, the independent variables are management policies and retention strategies and organisational effectiveness (Bolt et al., 2022, Hallikas, 2022, Kanchana and Jayathilaka, 2023, Mokoena et al., 2022). Factors affecting employee turnover identified from the above will serve as the dependent variables. The proposed conceptual framework is depicted in Fig. 2.3



**Figure 2.3: Conceptual Model (Adapted from Herzberg's Two Factor Theory and The Job Coupling Theory)**

### 2.6.1. Training and career development opportunities

At the core of every member of staff's long-term career goal is the prospect of career development and growth. Although defined slightly differently by different researchers, a comprehensive definition of career development or career growth by Musango (2024) states that it is the "progression through a sequence of jobs, involving continually more advanced or diverse activities and resulting in wider or improved skills, greater responsibility and prestige, and higher income." Putting it more simply, occupation development is a process of improving an employee's work capabilities in a bid to achieving their preferred career (Phaladi and Ngulube, 2024). Employees tend to remain in an organisation if they perceive that such organisation provides opportunities for them to achieve career advancement through training and career development programs (Hallikas, 2022), and when they are unable to see a clear career development path, they are at risk of voluntary turnover. This is partly because the opportunity for career advancement can act as a push factor that may influence employee

turnover (De Klerk, 2022). According to Herzberg's Two-Factor theory (Herzberg, 1959), career growth opportunity is classified as a motivation factor since it provides job satisfaction by meeting the employee's need for growth or self-actualisation. It also offers personnel with prospects for individual growth, more duties and enhanced social status. Obvious prospects of job growth within an organisation may also serve to strengthen an employee's comfort within the organisation and commitment to their job, which in turn positively influence their sense of on-the-job linkage and fitness. Employee comfort within an organisation is a vital element of on-the-job fitness according to the theory of Job Coupling (Rowley et al., 2023, Bolt et al., 2022). Gichungu et al. (2024) note that when workers suppose that their company offers them with the assistance of career advancement, they tend to respond with a stronger commitment to the organisation which, results in improved work performance and lower turnover intentions. Similarly, Mossarah (2023) concluded from their description of several results of different research on vocation progression and its consequences on employee turnover, with job satisfaction as a mediation variable, that vocation progression has a constructive and substantial impact on job satisfaction and negatively affects turnover intention. Also, employing performance management to generate a vocation development plan for every member of staff has been recognized as an approach for increasing employee retention and enhancing productivity (Musango, 2024). In the retail sector, opportunities for career development and growth was found to be of significant concern to retail employees (Adriano and Callaghan, 2022, Banda, 2022). Tshwane et al. (2023) identified training as an important organisational activity which encourages a greater extent of job satisfaction and lessens work related stress, but when absent, it can be demotivating especially for newly recruited employees.

### **2.6.2 Work environment and conditions**

An employee's job setting is simply the entirety of everything, tangible, or intangible, that can directly or indirectly influence the employee in the discharge of their assigned duties/task. It is the complete tooling equipment and materials faced, the contiguous environment where an individual works, work practices, and work schedules both as individuals and as a group (Dwidienawati et al., 2023). Work environment, in addition to individual factors, is a significant determinant of individual employee performance (Adriano and Callaghan, 2023, Dwidienawati et al., 2023). Corresponding to the Herzberg Two-Factor theory, work environment and conditions falls under hygiene factors which help to prevent employee dissatisfaction with their job (Herzberg, 1959) and promote perceived on-the-job linkage and sacrifice which discourage voluntary employee turnover.

The prevailing working conditions in organisations have been demonstrated to be connected to and influence voluntary labour turnover. Poor working conditions, such as those obtainable in industries with hazardous workplace settings, causes a high level of labour turnover (Levy, 2022, Ngo-Henha et al., 2022) with unfavourable working circumstances positively and substantially related with turnover intentions (Mossarah, 2023). Among many other factors, poor and unhappy working conditions that were partly due to ineffective supervisor-junior employee communication were recognized as a factor to high-level labour turnover rate in the retail industry in Negeri Sembilan (Banda, 2022). The long work hours associated with the South African retail trade industry is a significant signal to the prevalent poor working conditions in the sector. Most retailers operate up to ten or twelve business hours daily and seven days a week. This affects employees' personal and social lives (Chetty and Price, 2024) thereby disrupting their work-life balance and as a result raising employee dissatisfaction, and weakening employees' perceived fitness to their job which contributes to a high level of labour turnover in the retail sector.

### **2.6.3 Performance appraisal and feedback**

Performance appraisal and feedback form part of performance management which Krishnan et al. (2013) described as, "the complete scope of activities extending from objective setting, defining worker productivity and performance measures, steering intervallic performance appraisals, offering beneficial performance feedback to workers, implement appropriate learning interventions, reward and recognition scheme, leadership progression and succession planning." The appraisal and provision of feedback on employee performance are processes developed and implemented to appraise, control, and ultimately enhance workers performance (Ngo-Henha et al., 2022, Dwesini, 2019, Els et al., 2021). These processes provide the employer and employees with the opportunity to freely and openly discuss the organization's expectations and the employees' achievements, especially for the mutual benefit of both and also the development of the employee and improve productivity (Mokoena et al., 2022).

The performance appraisal and feedback processes contribute to building an organisational culture of getting management perspective on employees' efforts and output which could be positive or negative (De Klerk, 2022). Having this organisational practice in place may be an indirect means of motivating employees, especially when they receive positive feedback, thereby priming them to accept and respond well to constructive criticism when they get negative feedback. It was observed that while senior management members of a retail business

organisation identified staff recognition as an area to improve staff morale, staff members saw improving staff recognition as an important strategy for preventing employee turnover (Hendrie, 2004, Els et al., 2021). Similarly, management recognition of sales performance was identified as a motivating factor in a study involving salesmen in the retail sector (Kotni and Karumuri, 2018). Performance management can also help managers of organisations to affiliate worker objectives with the organisation's mission and vision (Ngo-Henha et al., 2022). In addition, effective performance appraisal and constructive feedback may serve as a mechanism for strengthening employee perception of their compatibility with the organisation and building strong ties with the organisation thus positively influencing their views about their on-the-job fitness and linkage (Dwesini, 2019, Adriano and Callaghan, 2022). Hence, this organisational culture if harnessed strategically can be employed as an employee retention strategy to lessen the high rate of labour turnover.

#### **2.6.4 Organisational and management culture**

Organisational culture can be described as the mindsets, encounters, viewpoints, and standards that define an organisation. These are usually developed via social education that regulate the way individuals and groups within the organisation co-operate with each other and how they interact with partners outside the organisation (Phaladi and Ngulube, 2024). Several studies have demonstrated the links between organisational and management culture and turnover intention and voluntary labour turnover (Serapelwane and Manyedi, 2022).

Person-organisation fit is a significant determinant of how the prevailing organisational culture in a firm may impact employee attitude to work and, in turn, labour turnover (Bolt et al., 2022, Agba et al., 2021). It is simply the compatibility between an employee and the organisational culture and management practices whereby both employee and organisation encounters the others requirements and contribute to similar essential characteristics, or both, (Bolt et al., 2022). The effect of person-organisation fit on turnover intention among employee was reported to be mediated through influencing employee level of job satisfaction. The organisational or management practices and policies that are operational within an organisation must take into consideration employee needs and be tailored in such a way as to balance employee needs and a stable work environment (Deri et al., 2021). Provision of effective communication systems, management cultures, and policies that furnish views, standards, and principles that all workers can relate through can increase employee perceived fitness with the organisation. Several of the reasons that underlined the poor working conditions and, in turn, the high rate of turnover a study involving retail businesses were linked to poor management

practices (Permata and solehah, 2022, De Klerk, 2022). The feeling of psychological safety, being valued, and respected, all of which can be influenced by the organisational culture and management practices, promote the experiences of a sense of purpose, self-determination, enjoyment, and sense of belonging (Deri et al., 2021). These experiences may forge and strengthen the employee's links to the organisation and raise their perceptions about what they stand to lose if they ever come to the point of deciding to leave the job thereby, discouraging voluntary turnover.

### **2.6.5 Remuneration**

Remuneration, pay, or employee reimbursement is a considerable forecaster of labour turnover in the retail industry. Remuneration, pay satisfaction, and employee behaviours towards benefits are popular variables employed in organizational research, including labour turnover (Kissi et al., 2023). Employee attitude towards benefits and satisfaction with pay was generally significant predictors of employees turnover (Carragher, 2011, Levy, 2022). Dissatisfaction with remuneration is a form of push factor while the prospect of greater remuneration is a pull factor, and these could affect a workers choice to leave or exit their current organisation (Michael and Fotiadis, 2022) thereby increasing voluntary turnover rate. In an earlier study, Stephenson and Marshall (2020) noted that an adverse association exists between employees' insights of reasonable compensation and labour turnover. They found that, on average, a lower level of labour turnover occurred in retail stores where workers distinguish their compensation as reasonable hence, they concluded that workers are not likely to exit the company if they consider they are being compensated reasonably. Founded on the outcome of research on employee turnover in a retail organisation, Agba et al. (2021) suggested that lower management compensation levels and those of newer employees are two areas to focus on if the retailer is to see an improvement and diminish the high rate of employee turnover. Further demonstrating the significance of employee compensation, Gichungu et al. (2024) observed that if the payment offered by an organisation can meet the requirements of the workers want, this will enhance the workers level of job satisfaction and decrease voluntary turnover rates. It is also essential to take note of that when employees perceive that their wages are competitive, this may influence their on-the-job sacrifice. This is because, such employee will see their competitive pay as a great loss if they consider leaving for other reasons and hence may decide to stay with the organisation (Oruh et al., 2020).

### **2.6.6 Recruitment and staff selection processes**

The recruitment and hiring process is a critical process in sourcing for talent and labour by human resource management because it entails the suitability between the candidate and the role (Ahmad, 2022). This is also because several of the constructs that predict important criteria such as job performance are direct or indirect indicators of job fitness and influencers of significant motivation and hygiene factors. For instance, personal interests which is a component of personality as a predictor construct (Chukwudi et al., 2022) would help recruiters determine candidate motivation and fitness with the organisation's culture and policies since it is important to ensure a proper fit between what the aspirant employee wishes and what the company desires. Michael and Fotiadis (2022) has noted that a proper fit between the applicant's personality and the position will increase the levels of job satisfaction. Similarly, vocational interest may also serve to predict employee performance and turnover (Chukwudi et al., 2022). Hence, an efficient recruitment process would look out for these predictors to ensure the selected candidate is fit for the job.

Employee job fit was reported to be significantly correlated with job satisfaction (Kindu, 2022) and earlier meta-analysis research has also demonstrated that person-job fit has a robust correlation with job satisfaction, organisational dedication, and turnover intention (Stephenson and Marshall, 2020). An efficient recruitment and staff selection process ensure an individual-organisational fit, especially in terms of value and objective alignment. This, in turn, furnishes a greater sense of meaningfulness and increase the employee's psychological attachment to the job, which will lead such employee to attain a higher level of employee engagement (Hakro et al., 2022), and on-the-job linkage and fitness. In the long term, employees with a greater degree of worker engagement and perceived on-the-job linkage and fitness would be less likely to quit the organization. In view of these, where the recruitment and selection process are not efficient, and it leads to a disparity between what workers want and what workers receive, the remedy to such is through turnover.

### **2.6.7 Rate of unemployment**

The unemployment rate, i.e., the proportion of unemployed eligible workers from the total labour market, significantly influences labour turnover rate. Generally, an inverse relationship exists between the unemployment rate and the rate of labour turnover (Levy, 2022). The rate of unemployment is classified as an environmental factor (Rowley et al., 2023, Bolt et al., 2022) which, when low results in high demand for labour. When there's a high demand for labour in an industry, it can foster an increase in turnover intentions, a high rate of job-to-job

mobility, and increased labour turnover (De Klerk, 2022). Describing the affiliation amidst the rate of unemployment and labour turnover, Schlicht (1978; p. 342) notes that “the greater the level of unemployment, the to a lesser extent will the employees be motivated to leave and the more they will try to avert discharge. Labour turnover will be relatively less...” On the other hand, there will be additional prospects in a difficult employment market for employees to find a superior compensating work, and the level of labour turnover will be larger.”

In South Africa, businesses, including retailers, face a significant challenge due to the high level of employee turnover. This challenge is further compounded by the scarcity of highly skilled human resources and the influence of government legislation, and regulations aimed at rectifying past ethnic and gender practices. Push (internal to the employee) and pull (external and associated with labour market) factors, in addition to demographics, were identified as contributors to employee turnover process. Business organisations may not be able to directly influence unemployment rates and pull factors to enhance employee retention (Brander-Peetz et al., 2022), however, by employing strategies that involve the application of other determinants of labour turnover, e.g., motivator, hygiene, and push factors, business managers may be able to cushion or negate the effects of high demand in labour on employee turnover.

#### **2.6.8 Employee personal interests**

Employee personal interests are broad and vary depending on persons and the specific areas of life. Personal interests such as those bordering on their vocation, career preferences and values are significant in shaping employee attitude towards their job (Dwesini, 2019, Ayodele et al., 2022). According to Bolt et al. (2022), interests are significant for the following reasons. Primary, concerns tend to be steady over time; hence they are deemed to furnish robust dispositional element. Second, interests are engraved in the job environment and concentrate on the sets of actions employees have a preference to and the kind of work settings in which they desire to execute those interests (Permata and solehah, 2022, Kanchana and Jayathilaka, 2023). Third, interests effect the manner in how employees behave at work by improving motivation to accomplish the work tasks which they favour and by inspiring employees to enhance understanding and abilities that are applicable to executing those tasks. From the above, it can be deduced that personal interests may mould an employee’s perception of their fitness to the job since where there is a decent alignment between their work and individual interests, employee perception of on-the-job fitness is positively affected thereby reducing the

chances of voluntary turnover. This is reflected and supported by the concept of person-organisational fit which involves the corresponding of workers pursuits, ideals, and wants to the organisational culture as described by (Mokoena et al., 2022) and . Similarly, interests may be fuel for motivation and job satisfaction. As described below, personal interest is an example of intrinsic motivation. For instance, vocational interests are viewed as employee traits that reflect the employee's personal partialities for particular kinds of work activities and work surroundings (De Klerk, 2022). Results from a meta-data analysis of associations between interests and employee performance and turnover demonstrate that employee vocational interests are a significant predictor of employee turnover (Oruh et al., 2020).

### **2.6.9 Job satisfaction**

Defining job satisfaction has never been an easy endeavour, as is reflected in the variety of definitions provided by different researchers. For instance, are of the view that job satisfaction is a condition of emotive contentment, which comes from the attainment of a goal that one gets by accomplishing his part of work in an organisation. To Rahman and Syahrizal (2019), job satisfaction is “a valuation, thinking or mindset of a person or worker towards his work and association with the work setting, type of job, reimbursement, interactions between co-workers, social relations at work and so forth. It is the fulfilment of numerous aspirations and wants through work or work actions.” A frequent theme in these definitions is the gratification of a deeply rooted emotional and psychological need which is linked to self-actualisation and the sense of achievement. Job satisfaction, and job dissatisfaction discussed below, is a function of how employees perceive the connection between what they need from their job and what they feel as what the work offers or involves. As one of the most tested attitudinal constructs, the level of job satisfaction has been generally observed to have a statistically important and negative association with employee turnover by experiential results (Scully and Britwum, 2019). It reflects a workers positive attitude towards the organization as well as organisational commitment, thus a direct influence on employee turnover intentions (Li and Kuruvilla, 2022).

Job dissatisfaction, which according to the Herzberg Two-Factor theory does not stand as the opposite of job satisfaction, was defined by Locke (1969) as “the unpleasurable emotive state stemming from the assessment of a person's work as annoying or impeding the accomplishment of a person's work values or as necessitating disvalues.” Circumstances that lead to or increase job dissatisfaction are mainly linked to hygiene factors, unlike job satisfaction (Adriano and Callaghan, 2022, Li and Kuruvilla, 2022). Job dissatisfaction may

negatively influence employee on-the-job coupling by making them uncomfortable and feel less fitness with their job. Employees' dissatisfaction with their job may also put a strain on employee intra-organisational linkage due to the unpleasant emotional atmospheres it fosters (Rahman and Syahrizal, 2019) leading to negative behaviours towards fellow workers and the job.

#### **2.6.10 Motivation**

Motivation has been well-defined in a variety of approaches by various authors. It has been explained as a psychological activity that makes individuals both physiologically and psychologically to carry out their objectives in a bid to fulfil their needs and expectations (Hossain et al., 2023). Motivation can be a driving force that pushes individuals to achieve certain goals or an internal process that modifies behaviour leading to the accomplishment of objectives and responsibilities or motivation can even be a combination of goals which directs behaviour in pursuit and achievement of these goals (Dwesini, 2019, Els et al., 2021, Ahmad, 2022). The link between employee motivation and turnover has been extensively investigated (Levy, 2022, Ngo-Henha et al., 2022).

Motivating factors, according to the Herzberg's Two-Factor theory, are sources of motivation with significant impacts on employee job satisfaction, job performance, and employees' decision to quit their job (Gautam and Gautam, 2022). These motivation factors may be intrinsic or extrinsic. While inherent motivation denotes the personal pleasure and inherent satisfaction, e.g., self-fulfilment, that are consequential from particular action, extrinsic motivation concentrates on the goal-driven motivations, e.g., benefits or rewards that may be derived from engaging in a specific activity (Chukwudi et al., 2022).

Increased employee motivation, arising from the organisation meeting certain motivating factor requirements, may contribute to employee's on-the-job linkage and increase employees' perception of on-the-job sacrifice, i.e., exit cost, since the job satisfaction that comes with motivation on their current job may be something that the employees are less likely to give up hence a reduced tendency to quit (Bajaba et al., 2022). Boosting employee motivation through improving working conditions, proper training and commission on sales (remuneration) were suggested as preventive measures towards curbing the elevated level of retail employee turnover in South African industry (Warden, 2018, Permata and solehah, 2022).

## **2.7 Impact of labour turnover on retail operations**

The implications of a high employee turnover rate in retail settings can have wide-ranging effects. These range from negatively affecting job satisfaction of the remaining workers, to fostering customer dissatisfaction, decrease in productivity and overall organisational performance, and threatens business sustainability and survivability (Stephenson and Marshall, 2020). Employee turnover is a significant impeding factor in the successful management and operation of retail organisations. It has been noted that high turnover rate can be a significant disruptor and destabiliser of organisational culture while also negatively impacting the implementation of organisational strategies (Serenko et al., 2022).

Some commonly reported consequences that are related with heightened employee turnover include: (a) enhanced employees' job dissatisfaction Akinyemi et al. (2022), (b) reduced customers' satisfaction (Deri et al., 2021), (c) lower financial performance (McManus and Mosca, 2015), (d) reduced organisation sustainability, (e) decreased productivity and profit margins (De Winne et al., 2019, Eckardt et al., 2014), (f) reduced experience and knowledge retention (Agba et al., 2021), (g) reduced management of resources, (h) diminished proficiency, and (i) reduced employees' engagement. The loss of talented and/or experienced employees can spell significant decline in business survivability due to loss of knowledge and reduced productivity (Cruz et al., 2022). New intakes are usually less efficient than experienced employees and it new employees may take some time, up to 3 months, before attaining proficiency levels above 75% on the job (Jiří and Žůrková, 2013, Wilson, 2018). The decrease in organisational performance and productivity due to high labour turnover (De Winne et al., 2019) can lead to customer dissatisfaction and thereby leading to loss of customers and decreased patronage which have significant negative implications for company revenues and organisational financial performance (Serenko et al., 2022, Chordiya, 2022). Such turnover-induced decrease in organisational financial performance can also threaten retail business sustainability in the long run if not checked (Banda, 2022).

A high turnover rate can also be very expensive since resources have to be allocated to the recruitment process. Where very high-level experience has been lost, the organisation has to bear the cost of training for the new employee (Levy, 2022). These expenses may give rise to substantial effect on organisational financial performance when the employee turnover rate is very high.

## **2.8 Strategies for minimizing labour turnover in retail operations.**

To avoid the consequences discussed above by fostering employee retention, retail organisations can employ several retention strategies. Addressing certain factors that impact the high rate of employee turnover, which were discussed above, can help reduce employee turnover and foster increased productivity and organisational performance. According to (Mokoena et al., 2022, Serapelwane and Manyedi, 2022, Agba et al., 2021), business organisations, including retail businesses, can minimise employee turnover by: (a) adopting organisational cultures that foster employee motivation; (b) providing opportunities for training and development; (c) recruiting suitable employees to ensure employee-job fit; (d) ensure effective leadership; and (e) promote an inclusive atmosphere where employees feel valued to enhance employee job satisfaction.

In a research paper that highlighted the significance of organisational practices and job satisfaction in employee retention, (Michael and Fotiadis, 2022) noted that human resource procedures and job satisfaction substantially impact organisational commitment, which in turn substantially influences worker retention. Also, organisations that engender a studying or learning culture entice extremely accomplished and talented employees, promote innovation and decrease employees' intentions to leave the organisation (Oruh et al., 2020, Chordiya, 2022). Similarly, both intrinsic and extrinsic motivation exert significant impacts on employee retention while apparent organisational support plays a mediatory role in the association between extrinsic, intrinsic motivation, and employee retention (Mossarah, 2023). Another survey that analysed the influence of job setting on employee turnover intention established a substantial effect between of job setting and employee intention to leave their jobs while also highlighting those other aspects such as remuneration, work related stress, and work satisfaction also contribute significantly. Hence, measures that are targeted at addressing employee concerns over these factors are likely strategies to address high degree of worker or employee turnover.

De Klerk (2022) emphasised the application of worker recognition and reward programs as a strategy for fostering employee retention and stemming high rate of turnover. Since recognition of work done or contributions enhances employee engagement and loyalty (Amah and Oyetunde, 2023, Maroga et al., 2024), the intention to leave or eventual turnover is less likely by an employee who feels valued and appreciated for their job. Employees who don't feel

valued at work or believe their work is not being appreciated have a higher probability of leaving their places of employment (McManus and Mosca, 2015, Chordiya, 2022).

## **2.9 Conclusion**

Labour turnover has been described in various ways, but the common element in all definitions is the movement of employees out of an organization (Akinyemi et al., 2022; Grzenda & Buczyński, 2015; Hakro et al., 2022). This movement can be voluntary, such as through resignations or retirements, or involuntary, through actions taken by the organization, such as dismissals, retrenchments, mandatory retirements, expiration of fixed-term contracts, or transfers between units. Failure to manage employee turnover can have detrimental effects on organizations. Various factors, including economic, psychological, and demographic aspects, can impact employee turnover, which, in turn, affects organizational performance. The loss of experienced workers can be detrimental to an organization, as it can impact output and productivity.

In the South African retail industry, the rate of employee turnover is particularly high due to industry-specific characteristics. These include extended and irregular working hours, low skill level requirements for entry-level positions, high variability in work demands, and a high level of work-life imbalance (Deri et al., 2021; Kindu, 2022). The high turnover rate is disadvantageous for both workers and employers. Employers incur additional expenses in recruiting and training new employees, and service delivery may be disrupted. Workers, on the other hand, often experience low morale due to job uncertainties, especially considering the fluctuating work demands associated with starting-level positions in the industry (Bajaba et al., 2022).

Improving job satisfaction among workers in the retail industry can be achieved through the implementation of various employee retention factors. These may include providing work flexibility, fostering positive relationships between managers or supervisors and staff members, facilitating career development opportunities, offering training programs, creating a conducive working environment, recognizing employees' skills, providing awards or recognition for employee contributions, and improving communication among colleagues at all levels of the organization (Musango, 2024).

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

In the previous chapter, a comprehensive literature review was presented, focusing on the South African retail trade industry, labour turnover, and the theories employed in the study, namely Herzberg's Two-Factor theory and the Job Coupling theory. Additionally, the chapter examined the factors that influence labour turnover in the retail industry. The current chapter provides an in-depth explanation of the research instrument and methodology employed in this study. It outlines the process of sampling, including the formation of the target population, determination of the sample size, and utilization of various sampling techniques. The data collection instruments utilized in the study are thoroughly described, highlighting how biases were addressed, and ethical considerations were upheld during the data collection process. Finally, the chapter concludes by summarizing the entire research methodology, design, and approach employed in the study, offering a comprehensive overview of the research process.

### **3.2 Research Paradigm**

Research paradigms encompass the fundamental assumptions, beliefs, and values that guide researchers in approaching their research questions and selecting methods for data collection and analysis (Guba & Lincoln, 1994). Several research paradigms exist, including positivism, interpretivism, and critical theory. Positivism places emphasis on using objective and quantitative methods to test hypotheses and generalize about a population. Its primary focus is on empirical observation and the discovery of causal relationships (Creswell, 2014). Interpretivism, on the other hand, highlights the subjective experiences and meanings of individuals. It recognizes the significance of understanding the social and cultural context in which phenomena occur. Interpretivists often employ qualitative methods to gain an in-depth understanding of human behaviour and social processes. Critical theory takes a more critical and socially conscious perspective. It examines the power dynamics and social structures that influence knowledge production and aims to challenge dominant ideologies and promote social justice. Critical theorists often engage in qualitative research methods to uncover and critique oppressive systems (Kincheloe, 2004).

Each research paradigm offers a unique lens through which researchers can approach their study, with varying assumptions and methodologies that shape the research process. The choice of research paradigm depends on the nature of the research question, the researcher's epistemological and ontological stance, and the intended outcomes of the study.

There are various types of research that align with different research paradigms. Quantitative research is commonly associated with the positivist paradigm, involving the collection and analysis of numerical data to test hypotheses and draw generalizations about a population (Creswell, 2014). This approach emphasizes objectivity, measurement, and statistical analysis. On the other hand, qualitative research aligns with the interpretivist paradigm. It involves the collection and analysis of non-numerical data, such as interviews, observations, and textual analysis, to gain a deeper understanding of individual experiences, meanings, and social contexts (Denzin & Lincoln, 2011). Qualitative research focuses on subjective interpretations, context, and the exploration of complex phenomena.

Mixed methods research combines quantitative and qualitative methods, aiming to provide a comprehensive understanding of a research question by integrating the strengths of both approaches (Creswell & Plano Clark, 2018). This approach allows researchers to triangulate findings, explore different perspectives, and gain a more holistic understanding of the phenomenon under investigation. Other types of research, such as action research, case study research, and ethnography, have their own unique goals and methodologies. Action research emphasizes collaboration and aims to bring about practical change in real-world settings. Case study research involves in-depth exploration of a specific case or phenomenon. Ethnography focuses on understanding and describing the culture and social interactions of a particular group or community.

In this study, the researcher employed a mixed methods approach which, allowed the researcher to combine quantitative and qualitative methods, aiming to provide a comprehensive understanding of the research questions by integrating the strengths of both approaches and to gain a more holistic understanding of the phenomenon under investigation.

### **3.3 Research design**

Research design serves as a blueprint or plan for conducting research, encompassing the overall framework and methods employed for data collection, analysis, and interpretation (Aggarwal & Ranganathan, 2019). It provides the structure within which research is conducted and guides the researcher in carrying out the study effectively.

In this particular study, an explanatory research design was employed. This type of design focuses on factual discovery and aims to explain phenomena as they exist at a specific moment in time (Mwangangi et al., 2017). It seeks to provide a comprehensive understanding of the

factors that drive labour turnover intention and the impact of employee turnover on organizational effectiveness and performance within Company A, B and C.

The descriptive research design was also utilized in this study. This design is characterized by a systematic and precise exploration of facts and characteristics related to the topic of interest, aiming to uncover associations or connotations among variables (Ibrahim, 2014). It provides a detailed and comprehensive description of the research topic, allowing for a thorough analysis and interpretation of the data.

By combining the explanatory and descriptive research designs, the researcher was able to investigate the factors according to employee opinion that influence labour turnover intention and understand the impact of employee turnover on organizational outcomes within Company A, B and C. These research designs provided a solid framework for data collection, analysis, and interpretation, enabling a comprehensive understanding of labour turnover.

A descriptive research design was used to determine labour turnover's implications on management in Company A, B and C in KwaZulu-Natal. A descriptive research design is involved with describing the attributes of a specific individual or enterprise (Bhattacharjee, 2012). This type of research design attempts to describe the relationship existing between variables as it is without manipulations and permits the investigator to acquire complete and precise data about the topic. The research design involves the description of domain phenomena in terms of separate variables or characteristics such as labour turnover and management. This research design was considered most suitable as it reduces bias and maximizes the collected data's reliability (Bhattacharjee, 2012).

### **3.4 Research approach**

The investigator adopted a quantitative approach for this research. Quantitative research involves gathering data so that information can be computed and subjected to statistical analysis to establish or repudiate alternate information allegations (Apuke, 2017). It pursues to explain circumstances as they are presently, substantiate and determine present associations between variables, and try to explain underlying associations between variables. The quantitative research approach provides the correct research mechanism to classify and measure current factors that contribute to labour turnover in the retail industry and allows for quantitative and statistical comparison of the extent of each factor's complicity in driving labour turnover while also enabling a reliable assessment of the staff retention strategy. In

addition, the quantitative approach was deemed appropriate because the variables used could be measured using statistical units.

### **3.5 Target population**

The target population refers to the complete set of elements or individuals that the researcher intends to study and draw conclusions from (Kothari, 2004). In the context of this research, the target population consisted of the current staff members of Company A, B and C located in the KwaZulu-Natal province. These individuals constitute the focus of the research, and the findings and conclusions derived from the study are intended to be generalized to this target population.

### **3.6 Study Site**

This research was performed on the three distribution centres in KwaZulu-Natal. For the objective of this research, they were described to as Company A, B and C. The selection of the study site was guided by the consideration of the following factors:

**Accessibility and Feasibility:** The site is strategically located to be readily accessible to the researcher, mitigating potential logistical challenges associated with transportation, accommodation, and the deployment of research equipment. This accessibility is vital for conducting regular data collection and ensuring the smooth operation of the study over its duration. Moreover, the site offers a supportive regulatory and permissions landscape, which is critical for facilitating uninterrupted research activities, including data collection from local populations and access to specific areas of interest.

**Unique Characteristics:** The site presents unique environmental, cultural, or social conditions that are particularly relevant to our study's aims. These unique characteristics provide a rare opportunity to investigate our research questions in a context that could not be replicated elsewhere.

**Resource Availability:** The local infrastructure and the presence of collaborative partners at the site greatly enhance the feasibility and depth of the study. The availability of specialized facilities, technical support, and local expertise offers an invaluable resource base for the study. These resources not only facilitate high-quality data collection but also provide a collaborative environment that can help to refine the research approach and disseminate findings effectively.

### **3.6.1. Brief background on company A, B and C**

Company A was founded over 55 years ago in 1968, with a branch in South Africa, Namibia, Botswana, Eswatini and Lesotho, the group has been listed on the JSE since 1996. Following changes in South African legislation in 2003 to allow corporate pharmacy ownership, the group entered the retail pharmacy market with the opening of its pharmacy in 2004. Today the group is a leader in the healthcare market, in both retail pharmacy and pharmaceutical wholesaling.

Company B is South Africa's leading full-range pharmaceutical wholesaler and the only one with a national presence. Following changes in South African legislation in 2003, which allowed corporate pharmacy ownership, Company B entered the retail pharmacy market by opening its first pharmacy in 2004. The business meets the pharmaceutical needs of its retail chain, major hospital groups, and independent pharmacies.

Company C is a retail company that aims to provide its customers with a premium hyperstore food retail experience in every city in South Africa. The company aims to create a brand that benefits four key stakeholders: our customers, our employees, our shareholders and the local communities.

### **3.7 Sampling process and Technique**

Sampling refers to the process of selecting a subset, or sample, from a larger population for the purpose of conducting research and drawing conclusions about the population (Bhattacharjee, 2012). There are two main categories of sampling techniques: probability sampling and non-probability sampling (Bhattacharjee, 2012). Probability sampling is a technique where each element in the target population has a known and equal chance of being selected for the sample. On the other hand, non-probability sampling is a technique where the probability of each element being selected is unknown and may not be equal.

In order to enhance validity and gain comprehensive understanding, both probability and non-probability sampling techniques were employed. Probability sampling was used to ensure that each element in the target population had an equal opportunity to be selected. This helps to ensure representativeness and generalizability of the findings to the larger population. Specifically, simple random sampling, a type of probability sampling, was used to select a sample from each of the three selected retail companies. This sampling method ensures that each individual employee within the selected retail businesses had an equal chance of being included in the sample.

Additionally, non-probability sampling was used at the initial stage of selecting the retail businesses. Purposive sampling, a type of non-probability sampling, was employed to deliberately select retail businesses based on their proximity to each other and ease of access for the researcher. This approach allowed for a targeted selection of businesses that could provide valuable insights into the research topic.

Combining purposive and simple random sampling enhances both the internal and external validity of the study. Purposive sampling ensures depth and relevance in the data collected, contributing to the internal validity through detailed understanding and insights into the phenomenon under study.

Simple random sampling on the other hand contributes to external validity by supporting the generalization of findings to the broader population. This mixed approach allows researchers to explore specific, contextually bound phenomena in depth while also examining the prevalence or distribution of these phenomena across a broader population.

### **3.8 Sample Size**

The total population size from the three Distribution Centres is 145 employees. The population per Distribution Centre is made up of: Company A=77 employees, Company B=43 employees, and Company C=25 employees. From this population, the following sample size was determined using The Krejcie and Morgan sampling table: (<https://www.kenpro.org/sample-size-determination-using-krejcie-and-morgan-table/>)

The Krejcie and Morgan sampling table is used by finding your population size (N) on the table and a corresponding sample size (S) is provided as a minimum number your sample size must be in order for it to be representative A=66 employees, B= 40 employees, and C= 24 employees. The total number of employees in the sample = 130 employees from a total population of 145 employees, representing 90% of all employees at the Distribution Centres (Krejcie, 2012). The sample size is shown in Table 3.1.

**Table 3.1 Sample Size- Krejcie & Morgan (Krejcie, 2012)**

<b>Distribution Centre</b>	<b>Population Size</b>	<b>Sample Size</b>
A	77	66
B	43	40
C	25	24
<b>Total</b>	<b>145</b>	<b>130</b>

### **3.9 Data Collection Instruments**

Data collection methods play a crucial role in any study, as they determine the reliability and validity of the data and subsequently the quality and legitimacy of the conclusions drawn. In this study, questionnaires were chosen as the data collection tool.

Questionnaires are a common method of data collection and typically consist of closed-ended questions, where respondents are provided with predefined response options from which they select the most appropriate one (Haur, Khatibi, & Ferdous Azam, 2017; Saunders et al., 2003). This type of instrument was deemed suitable for this study for several reasons.

Firstly, questionnaires allow for efficient data collection, particularly when dealing with a significant sample size. Conducting face-to-face interviews or using open-ended questions may be impractical or time-consuming when trying to involve a large number of participants. By using closed-ended questions, the process can be streamlined, enabling the researcher to collect data from a larger number of respondents within a reasonable timeframe.

Secondly, closed-ended questions facilitate the quantification of responses. The findings can be transformed into numerical statistics, which allows for a more systematic analysis and the generation of concise statements or summaries (Saunders et al., 2003). This supports the objective of the study to identify and quantify factors related to labour turnover in Company A, B and C.

### **3.10 The Questionnaire**

For this study, the use of a semi-structured questionnaire as a tool for data collection was chosen. The questionnaire was designed to cover the respondents' biodata and items that could help offer explanations to the research questions. This research instrument choice was included because it provides the respondent with anonymity and limits all forms of bias and can cover large samples with less effort. In addition, well detailed instructions will be provided to the respondent on how to complete the questionnaire.

### **3.11 Questionnaire pretesting**

A small group was formed for a pilot testing of the questionnaire. This helped identify the errors in questionnaires and the sampling process. The questionnaire was pretested to five employees from each of the retail businesses, making 15 employees. Before the pretesting, a copy of the questionnaire was presented to my supervisor for content validity.

### **3.12 Data collection**

The data collection process in this study involved the gathering of primary data directly from the field. Specifically, the primary data was collected using questionnaires that were physically distributed to the employees at the distribution centres of Company A, B and C.

The researcher was present during the administration of the questionnaires to address any queries or concerns raised by the respondents. This presence not only facilitated a smooth data collection process but also ensured that the respondents' anonymity was maintained, allowing them to provide honest and unbiased responses.

By utilizing questionnaires in a face-to-face manner, the researcher had the opportunity to clarify any ambiguities or misunderstandings that the respondents may have had regarding the questionnaire. This helped to ensure the accuracy and reliability of the collected data.

### **3.13 Distribution of questionnaires**

A consent letter introducing the researcher and the research's intent was presented to the selected three retail businesses' contact persons in KwaZulu-Natal province. The consent letter also allowed the participant to indicate whether to participate in the study or not. The method and implication for the administration of questionnaires was given. On the given day, the employees were prepped and briefed on their role and its importance to the research work's success. Furthermore, each item on the questionnaire was carefully explained, and support was provided to the employees when needed. In this study, a total of 130 questionnaires were distributed to the employees at Company A, B and C. It is noteworthy that all 130 questionnaires were successfully completed and returned by the respondents, indicating a high response rate for the data collection process.

### **3.13 Questionnaire design**

The questionnaire was partitioned into two parts, section A and B. Section A consisted of the respondents' biodata. The objective was to offer a further insight of the respondents. Section B included items that are relevant from the employee's perspective and can help to form answers

to the research questions and included items that are relevant to formulate staff turnover retention strategies and assist in the formulation of solutions to the study questions. All the questionnaire items were clear of any form of misunderstanding; they were simple and aligned with the respondent's way of thinking. The semi-structured questionnaire has both open and close ended question, meaning that each respondent was presented with a list of options to choose their response from. In addition, the questionnaire allows participants to indicate their own responses and to provide comments and or suggestions at the end. The questionnaire items observed a rational movement from the simplest to the hardest. Furthermore, the questions in the questionnaires were created based on the study questions and conceptual framework.

### **3.14 Conceptual Framework**

For the objective of this study, the researcher implemented the following theories: Herzberg's Two Factor Theory (Figure1, p.13) and The Job Coupling Model (Figure 2, p.15) Herzberg's Two Factor Theory (Herzberg, 1959) to operationalize the concepts of motivation, job satisfaction and other drivers of employee turnover. There are two attitudinal factors that affect motivation according to Herzberg's Two Factor Theory: motivators and hygiene factors. Motivator factors are intrinsic and they impact satisfaction but have no effect on dissatisfaction while hygiene factors are extrinsic or environmental factors of an employee's job which have been demonstrated to influence dissatisfaction but not satisfaction on the job (Alshmemri et al., 2017, McConville and Swanson, 2017).

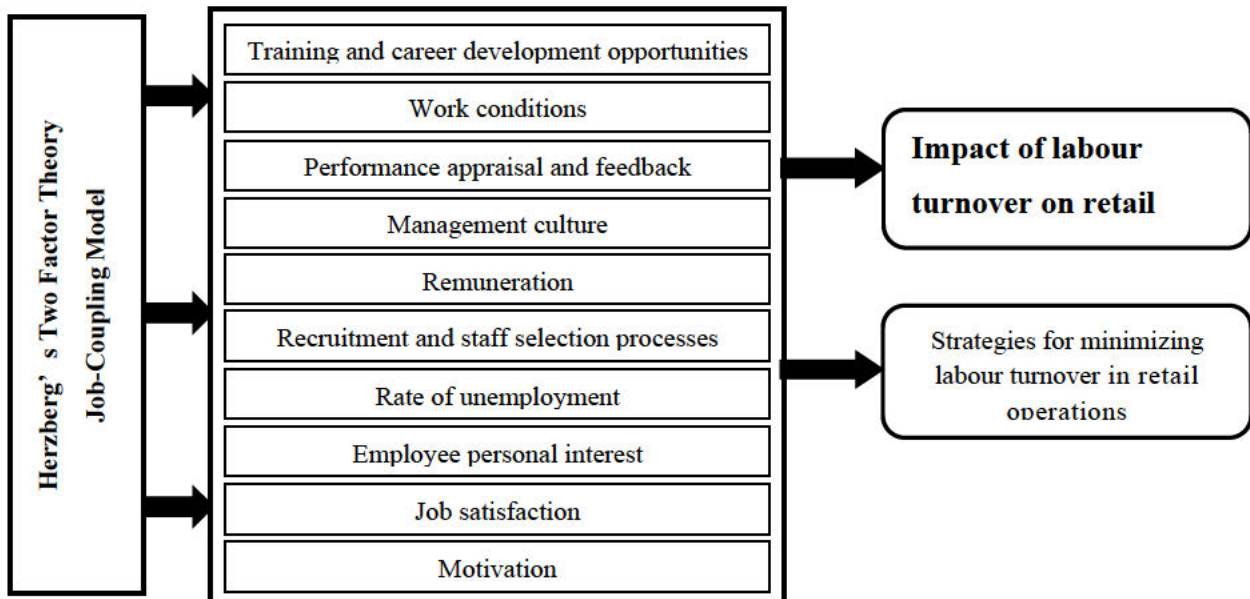
According to Nanayakkara and Dayarathna (2016), motivation can be described as the action or procedure of offering somebody a cause for doing something. On the other hand, employee motivation is an activity that encourages a worker to take a course of action, which leads to the attainment of some objective or to fulfil specific psychological needs of the worker (George and Sabapathy, 2011). It has been demonstrated through study that the level of motivation of employees influences their productivity with better motivated employees being more productive and thus improving overall organizational performance (Parvin and Kabir, 2011, Dobre, 2013, Marshall et al., 2015). Hence, employee motivation is vital for organisations to function successfully given that when good motivation is lacking, employees become complacent and withdrawn thus leading to reduced organisational performance (Halepota, 2005). In addition, employee motivation, has been a subject of vigorous investigations given the findings that motivational sources influence employee turnover intention and labour turnover as much as job satisfaction (Vnoučková and Klupáková, 2013, Alam, 2015). The decision to remain in a role may be influenced by a worker's level of job satisfaction. Several

empirical studies have shown that job satisfaction exert considerable sway on labour turnover rate (Ahmad and Ahmad, 2013, AlBattat and Som, 2013, Alam, 2015). Motivational factors, such as hygiene factors, have also been seen to influence employee's job satisfaction (Herzberg, 1959, Parvin and Kabir, 2011).

In the setting of this study *the Job-Coupling Model* (Hom et al., 2012) was used to operationalise organisational measures to minimise labour turnover since it addresses most of the factors that drives employee turnover laid out above. As a model for employee turnover/retention strategy, job-coupling includes two facets: on-job-coupling and off-job-coupling, both of which delineate *sacrifice*, *linkage*, and *fitness* as core structure variables of job-coupling in the relation to employee turnover/retention. Fitness is simply a worker's insight of their fit within the organisation. Do the worker's individual values, future and career goals align with the organisation's company culture and the stresses of their current work, such as job expertise, competences, and talents. This suggests workers who find a high-ranking level of fitness within the organization are more than expected to show higher job satisfaction and reduced tendency to quit. Linkage refers to official or unofficial relations between an employee and the organisation and its members of staff. These links relate an employee (and their family) in a psychological, social, and economic web which incorporates at-work and out-of-work friends, groups, their physical environment, and community, The more the amount of such associations amongst the employee and the web, the further such employee is tied into the organisation. Sacrifice characterises the supposed amount to be incurred by the employee if they leave the organisation. These could be in form of physical, psychological, or social advantages that are foregone. For instance, exiting an organisation may provoke individual losses, such as reduced interaction with friends, relevant projects, or incentives, job stability and opportunities for advancement. The more a worker has to forego when parting from an organisation, the more challenging it will be to separate employment with organisation.

Based on the foregoing, the dependent variable is employee turnover, while the independent variables include training and career development opportunities, work conditions, performance appraisal and feedback, management cultures and practices, remuneration, recruitment and staff selection processes, rate of unemployment, employee personal interest and job satisfaction. To evaluate how employee turnover impact management, the independent variable are management policies and retention strategies and organisational effectiveness while factors

affecting employee turnover identified from the above will serve as the dependent variables. The framework is shown in Fig. 3.1



**Figure 3.1 Conceptual Framework (Adapted from Herzberg's Two Factor Theory and The Job Coupling Theory)**

To limit the rate at which employees leave their job, organisations employ several retention strategies to keep their employees. These strategies consist of but are not restricted to management policies which foster improvements in job satisfaction and employee motivation, better communication with employees and good working conditions (Al Mamun and Hasan, 2017, Mabaso and Dlamini, 2018, Yamburi, 2017, James and Mathew, 2012). Reward management encompasses a number of strategies and policies adopted by managers and aim at paying workers properly, rightfully and constantly in agreement with their importance to the organisation (Al Mamun and Hasan, 2017). These rewards could be extrinsic (monetary rewards) and intrinsic (which satisfy psychological needs) (James and Mathew, 2012, Yamburi, 2017).

According to Cohen (2000), corporate effectiveness corresponds to corporate performance plus the host of internal performance outcomes which are related to more well-organized or effective operations and other peripheral measures that relay to contemplations that are wider than those merely related with financial appraisal, like corporate social responsibility. An organisation's effectiveness is a theoretical concept that is impossible to measure (Khan et al.,

2012). Hence, rather than assessing organizational effectiveness, proxy measures are employed as tools to signify organisational effectiveness. These can be management effectiveness, employee's on-going performance and employee's core capabilities etc. (Khan et al., 2012).

The core objective of this research was to identify which of the aspects above contributes to high employee turnover in Company A, B and C, assess their implications on management and proffer strategies to counteract them. Furthermore, it assessed the impact of employee job satisfaction on labour turnover and the impact thereof on organisational effectiveness within Company A, B and C in KwaZulu-Natal.

### **3.15 Ethics**

In this study, great care was taken to ensure adherence to ethical practices throughout the research process. Prior to their participation, the respondents were provided with a clear explanation of their roles in the study, the implications of their responses, and how their answers would be treated confidentially and anonymously. This ensured that the participants were well-informed and could make an informed decision about their involvement.

Ethical approval for the research was obtained from the University of KwaZulu-Natal Ethics committee, demonstrating that the study was conducted in accordance with established ethical guidelines and standards. Additionally, a gatekeeper letter was acquired, further confirming that appropriate permissions were obtained to conduct the research within the organization.

The researcher prioritized obtaining informed consent from the participants, allowing them to voluntarily decide whether to participate in the study. Respecting the privacy and confidentiality of the participants, all personal and sensitive information was handled with utmost care and not disclosed to unauthorized individuals.

### **3.16 Data analysis**

All collected raw data was cleaned for the correction of omissions and errors, where possible. The Microsoft Excel software was used to capture the data. This include adequately coding the responses received from the respondents and entering the data into the software. The coding of the answers was necessary for the efficient evaluation of the data. The coding was done on MS-Excel and thereafter, the data was exported to SPSS, for analysis to be conducted. In analyzing the data, section A, which contains the respondents' biodata, was analyzed using the percentage statistics. Section B of the questionnaire comprises item statements to satisfy the research

topics and assess the hypothesis. Furthermore, the data was evaluated based in accordance with the objective of the research.

### **3.17 Conclusion**

A descriptive research design was selected to give a broad description of the variables that are the focus of the study. This was complemented with a quantitative research approach to attach numerical attributes to the variables scientifically. A multi-stage sampling method was implemented. Firstly, the purposive sampling method was used in the selection of the three retail businesses. Then, the businesses' employees were selected randomly. The whole research process was done with the full consideration of all ethical issues. In the subsequent chapter, the findings of the data analysis are presented.

## **CHAPTER 4: FINDINGS AND ANALYSIS**

### **4.1 Introduction**

In the previous chapter, a discussion of the research methodology employed in this study as well as comprehensive explanation of the population and sampling techniques were presented. Additionally, the tools used for data collection and the chosen method of analysis were presented. In this chapter, the analysis of the data is presented. It is important to note that this chapter solely focuses on describing the analysis, while the outcomes and results aligned with the research objectives will be discussed in the subsequent chapter.

Building upon the discussion in Chapter One, the primary objective of this research was to identify the factors influencing employee turnover intention in Company A, B and C based on employee opinion. Based on this objective, the following research questions were formulated:

- What are the underlying causative factors/drivers of employee turnover intention in Company A, B and C based on employee opinion?
- What is the impact of labour turnover on remaining employees in Company A, B and C.?
- What is the impact of labour turnover on business operations in Company A, B and C.?
- What measures can be taken to minimize labour turnover in Company A, B and C.?

The questionnaire was designed in alignment with the frameworks and based on the answers of the respondents, the findings were determined. It is important to note that this chapter only describes the evaluation of the information and results, the discussion of the results regarding the study subjects is presented in the next chapter.

### **4.2 Response rate**

As indicated in chapter 3, the sample size for this study was determined using the Krejcie and Morgan sampling table. Initially, the population per Distribution Centre is made up of: A = 77 employees, B = 43 employees, and C = 25 employees. From this population, the sample size of 130 was defined using the Krejcie and Morgan sampling table. Therefore, 130 questionnaires were given to the respondents, and all the questionnaires were retrieved, yielding a 100% response rate.

### **4.3 Consistency and Reliability**

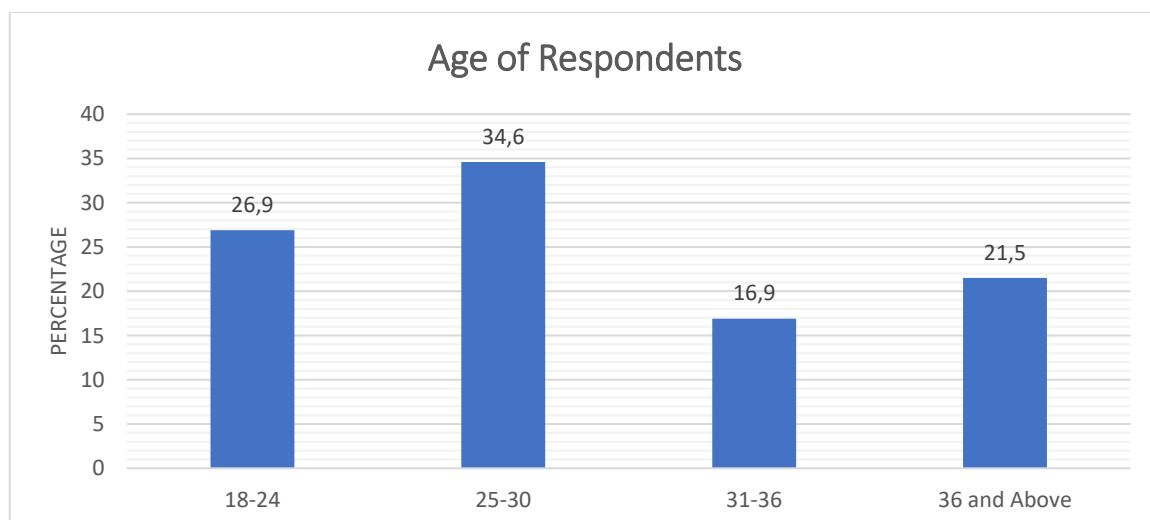
To establish the constancy and reliability degree of the information obtained for this study, the researcher employed the use of Statistical Package for the Social Sciences (SPSS). All collected raw data was cleaned for the correction of omissions and errors, where possible. The Microsoft Excel software was used to capture the data. This includes adequately coding the responses received from the respondents and entering the data into the software. The coding of the answers was necessary for the efficient evaluation of the data. The coding was done on MS-Excel and thereafter, the data was exported to SPSS, for analysis to be conducted. In analyzing the data, section A, which contains the respondents' biodata, was analyzed using percentage statistics. Section B of the questionnaire comprises item statements to satisfy the research topics and assess the hypothesis. Furthermore, the data was evaluated based in accordance with the objective of the research.

#### 4.4 Descriptive statistics of the study

This part presents the background related information of the respondents. A total of 130 respondents from Company A, B and C completed the questionnaire. The participants' background information with regards to ethnicity, gender and age is presented as follows

##### 4.4.1 Participants Age

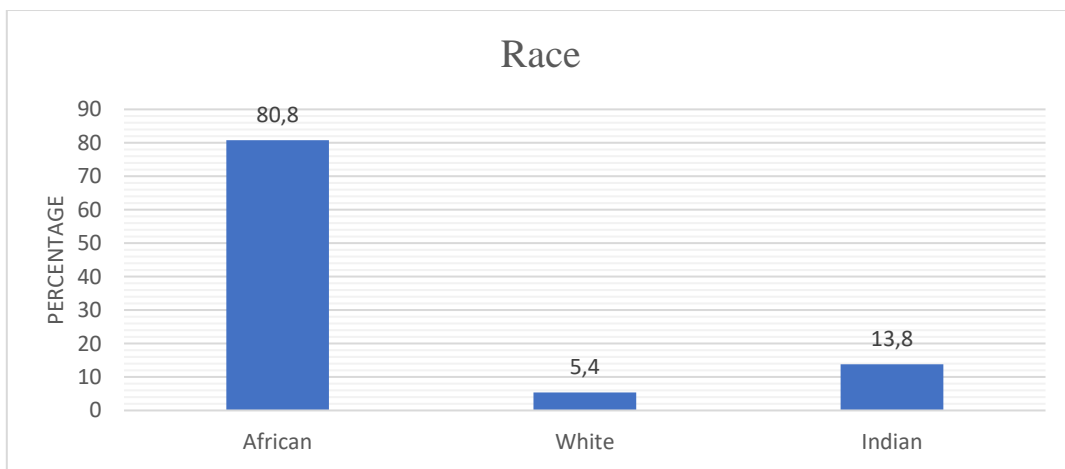
Being depicted in Figure 4.1, the higher percentage of the respondents in this study are between the ages of 25-30. Observation showed that 26.9% were between the age range 18-24, 16.9% were between ages 31-36, while 21.5% of the participants fell within the age range 36 and above.



**Figure 4.1: Age distribution of respondents**

#### 4.4.2 Racial grouping of the respondents

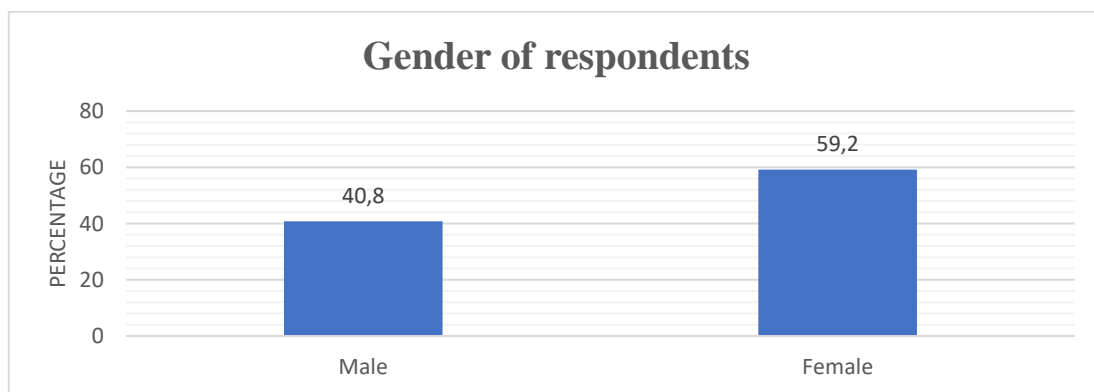
South Africa consists of four main racial groups: Indian, African, White, and Coloured. Among these groups, the African racial group constitutes a higher percentage of the total population, as highlighted by Gradin (2019). The present research was conducted in the KwaZulu-Natal province, which predominantly consists of individuals of African ethnicity. The second largest population group in the province is composed of individuals of Indian ethnicity. In this study, as illustrated in Figure 4.2, a significant proportion (80.8%) of the respondents identified themselves as being of African ethnicity, followed by Indian (13.6%) and White (5.4%) respondents.



**Figure 4.2: Racial distribution of respondents**

#### 4.4.3 Gender

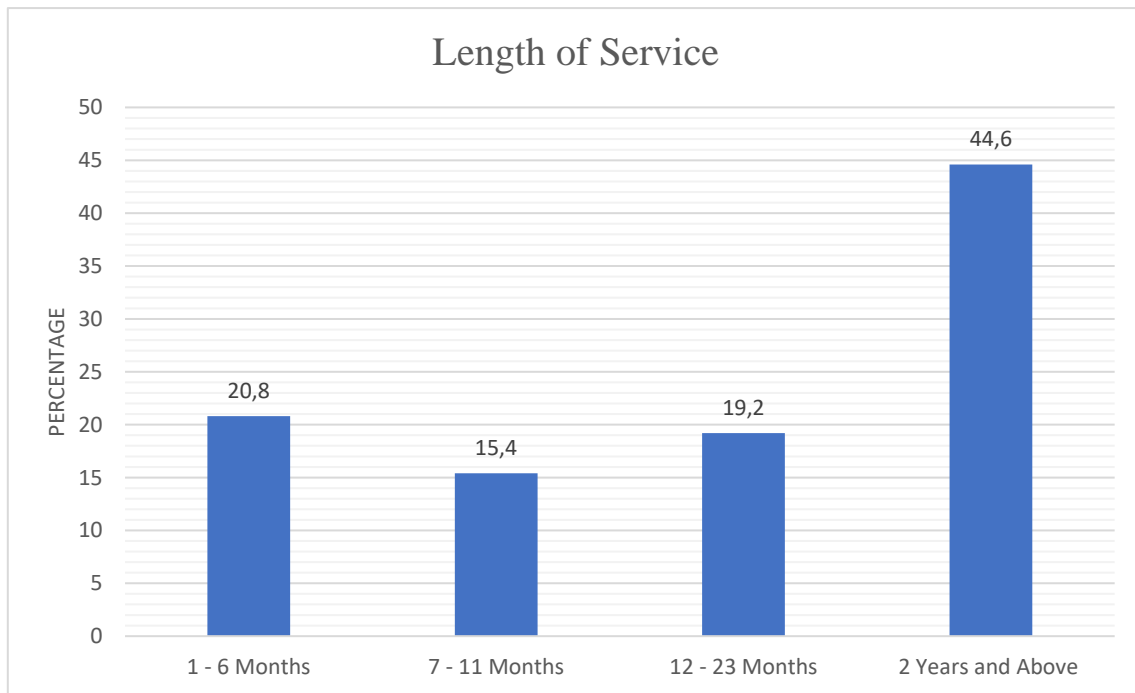
Respondents of this survey were requested to indicate their gender. Results obtained from the evaluation of the information indicated that 59.2 % of the participants were female, while 40.8% of the participants constituted male participants (Figure 4.3).



**Figure 4.3: Gender distribution of respondents**

#### 4.4.4 Length of service

In this study, participants were requested to specify their years of employment. Based on the analysis, 44.6% of the participants have been employed for two years and above, 19.2% employed for 12-23months, 15.4% employed for 7-11months while 20.8% employed for 1-6 months (Figure 4.4).



**Figure 4.4: Respondents' length of service**

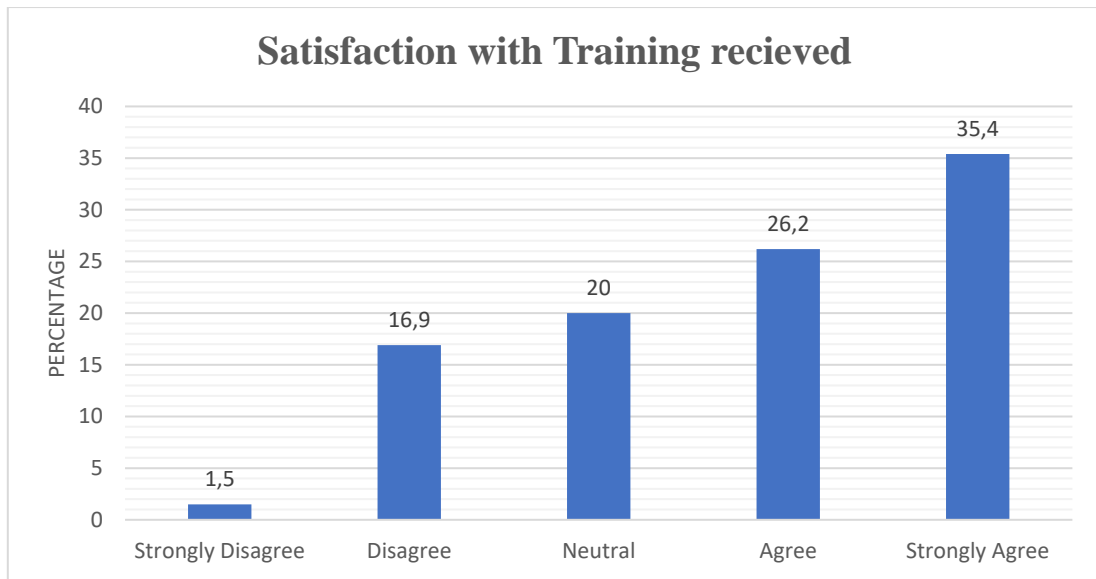
#### 4.5 Constructs used in this study

To answer the study subjects that underpin this research, respondents were asked questions centred on the constructs of the Herzberg's Two Factor Theory (Refer to figure 3, Chapter 2).

##### 4.5.1 Causative Factors of Employee Turnover

- **Training received on job**

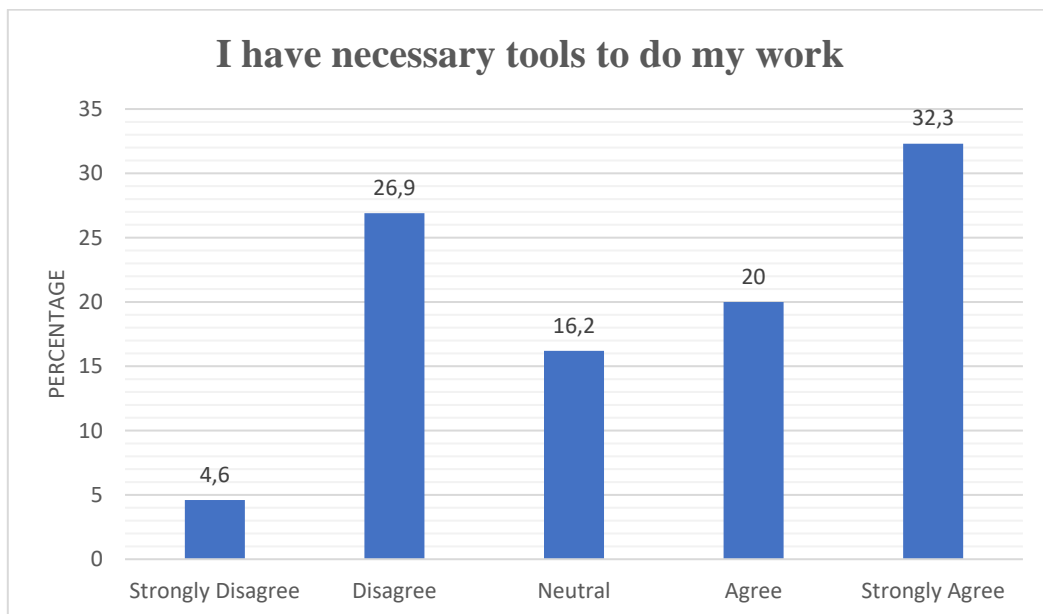
As shown in figure 4.5, about 18.4% of the participants revealed they were not pleased with the training obtained, while 61.6% agreed they were pleased with the training they obtained.



**Figure 4.5: Training Satisfaction**

- **Work conditions**

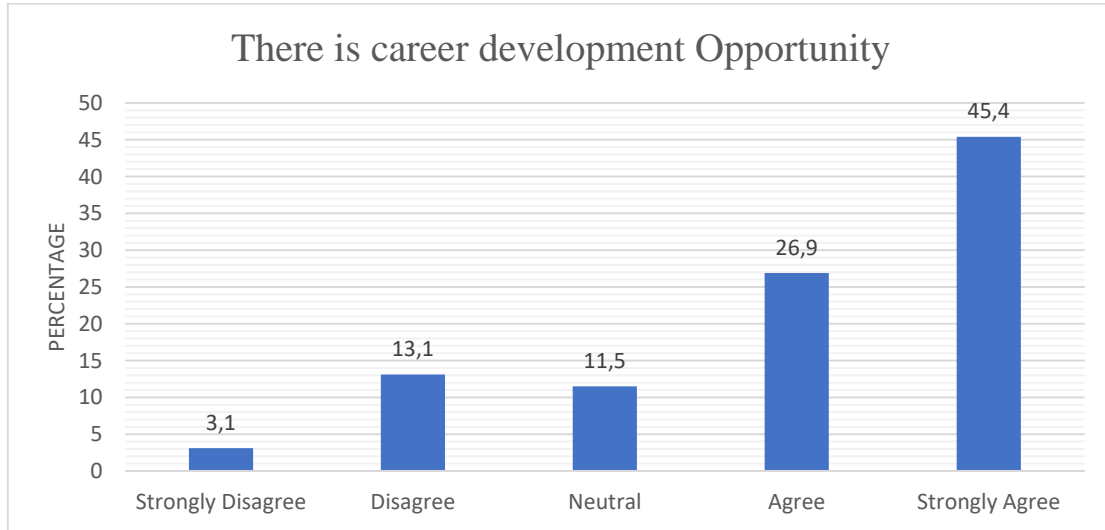
About 52% of the participants agreed they have the necessary tools to do their work, while 31.5% disagreed (Figure 4.6).



**Figure 4.6: Availability of Tools for work**

- **Career development opportunities**

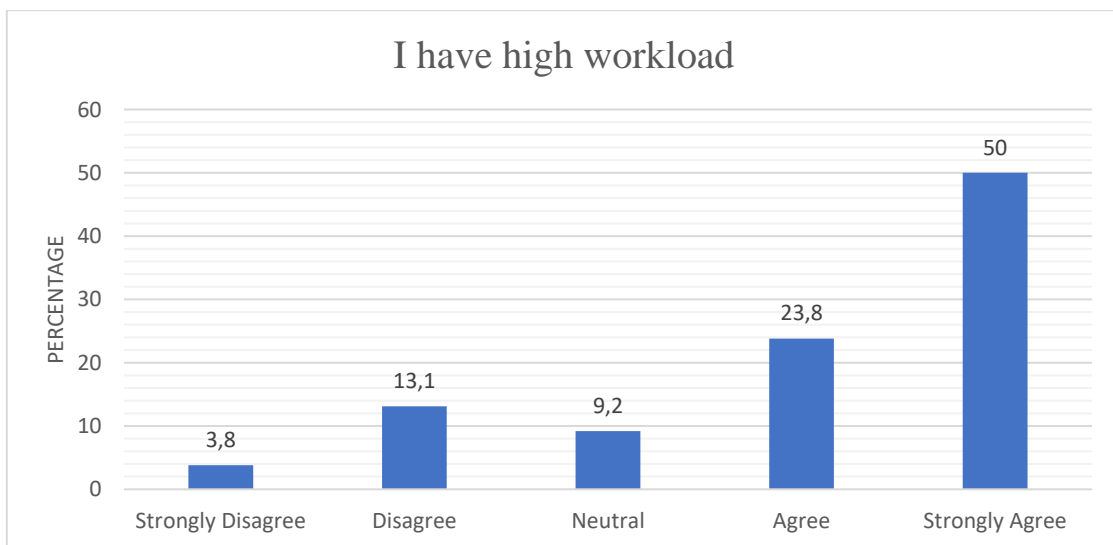
Respondents were questioned concerning the availability of career opportunities. Results obtained showed that 72.3% agreed there was a career development opportunity, while only 16.2% of the participants disagreed (Figure 4.7).



**Figure 4.7: Career development opportunities**

- **Employee Workload**

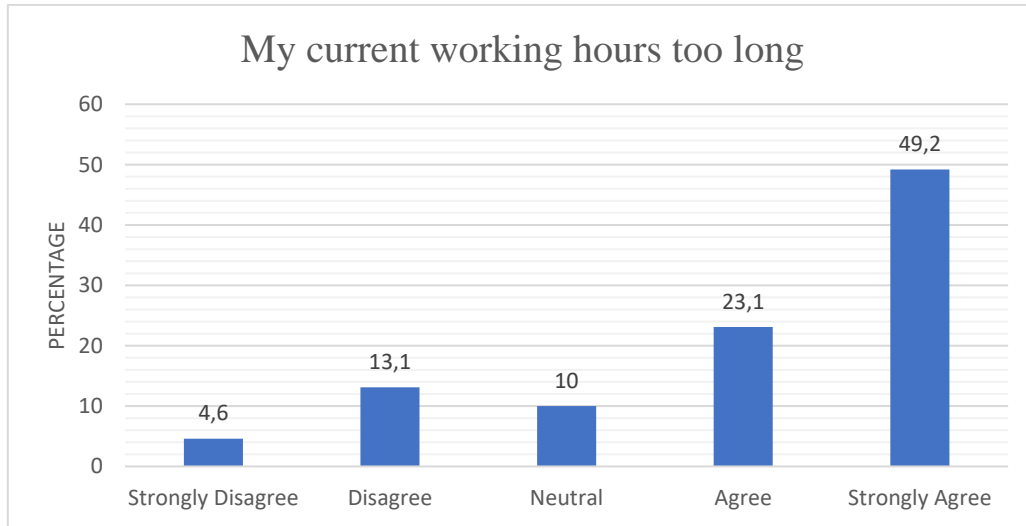
Participants were asked if they have a high workload which may lead them to consider looking for another job. Result obtained showed that more than half of the total amount of respondents, 73.8% specified that they have a high load, while 16.9% disagreed (Figure 4.8).



**Figure 4.8: Employee Workload**

- **Employee working Hours**

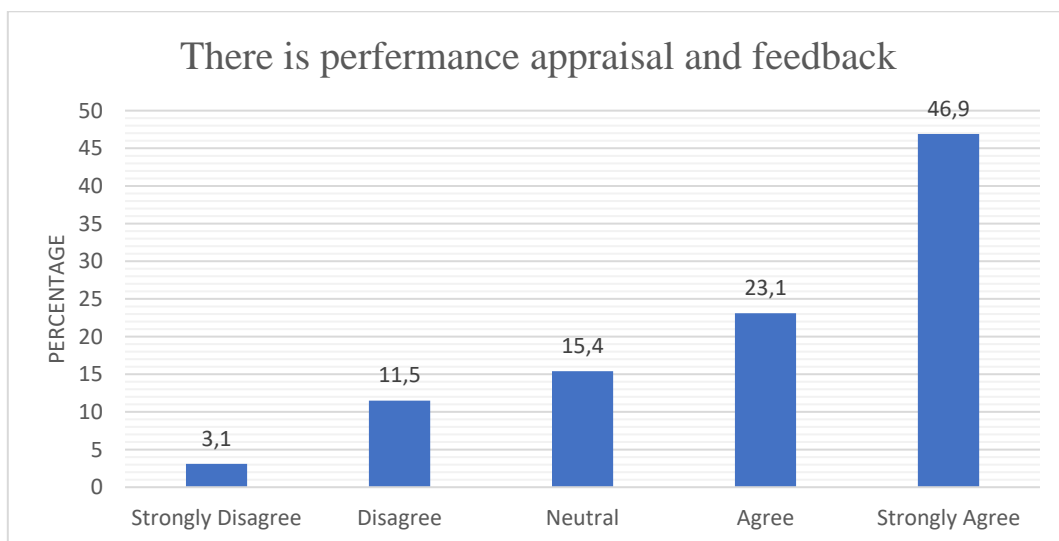
About 72.3% of the participants agreed their working hours were too high, while only 17.7% disagreed (Figure 4.9).



**Figure 4.9: Employee Working hours**

- **Performance Appraisal and Feedback**

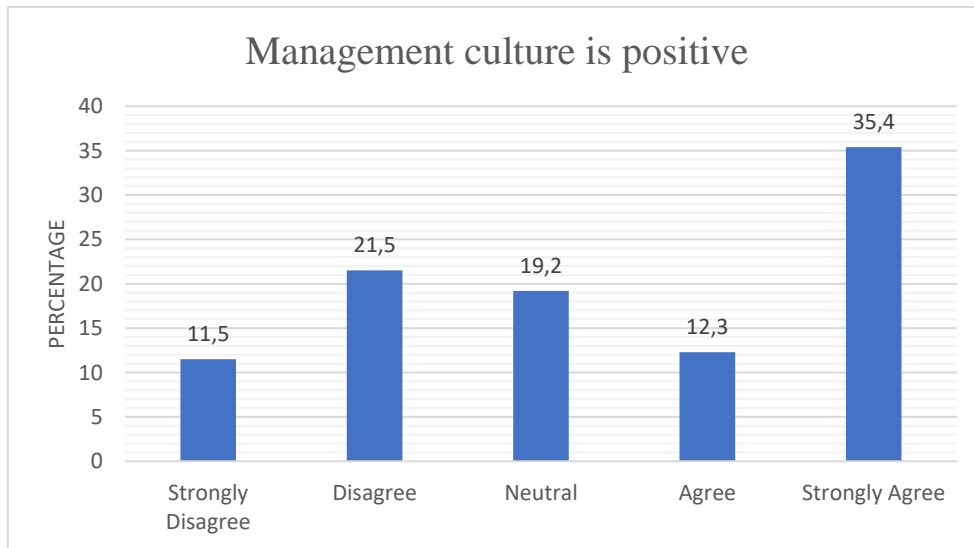
In this study, 70% of the participants agreed there was performance appraisal and feedback, while only 14.6% disagreed (Figure 4.10).



**Figure 4.10: Performance appraisal and Feedback**

- **Management culture**

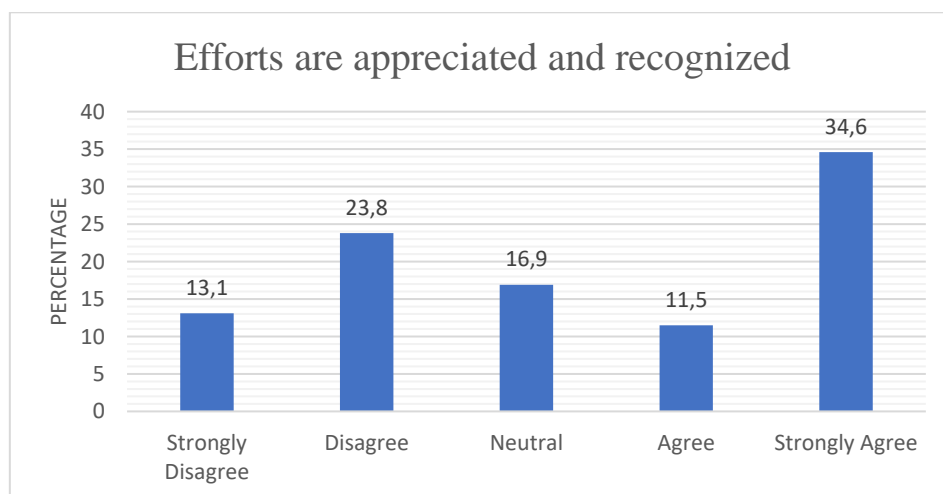
About 47.7% of the participants believed that their management culture is positive, and they are treated with respect however, 33% disagreed (Figure 4.11).



**Figure 4.11: Management culture**

- **Employee Efforts**

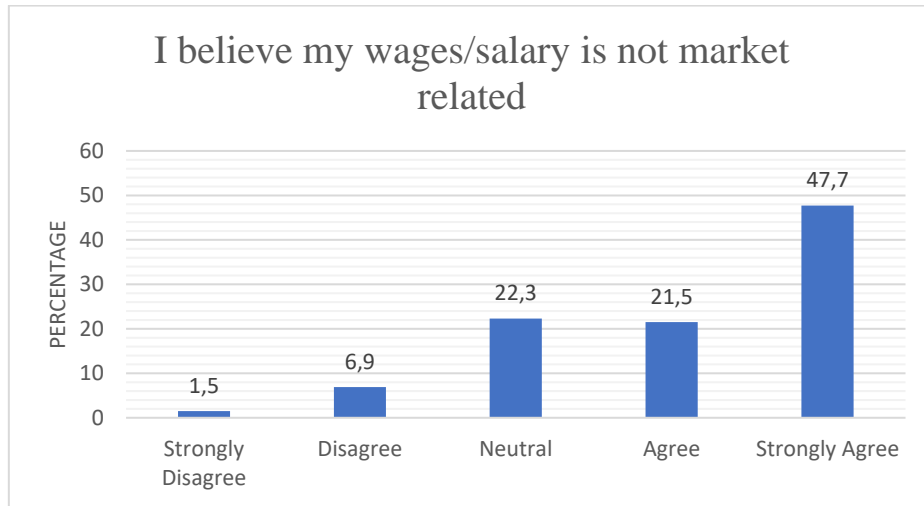
Results obtained showed that 46.1% of the participants agreed their efforts to do a good job is appreciated and recognised, while 33% disagreed (Figure 4.12).



**Figure 4.12: Employee Efforts**

- **Remuneration**

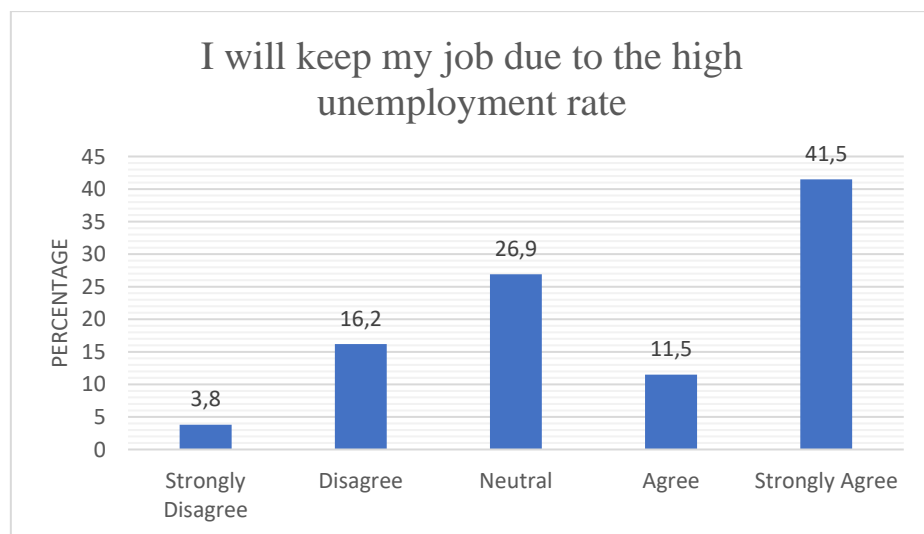
Respondents were requested to specify whether their salary and wages are market related. Results obtained showed that 69.2% of the participants agreed while 8.4% disagreed (Figure 4.13).



**Figure 4.13: Employee’s Salary**

- **High Unemployment rate**

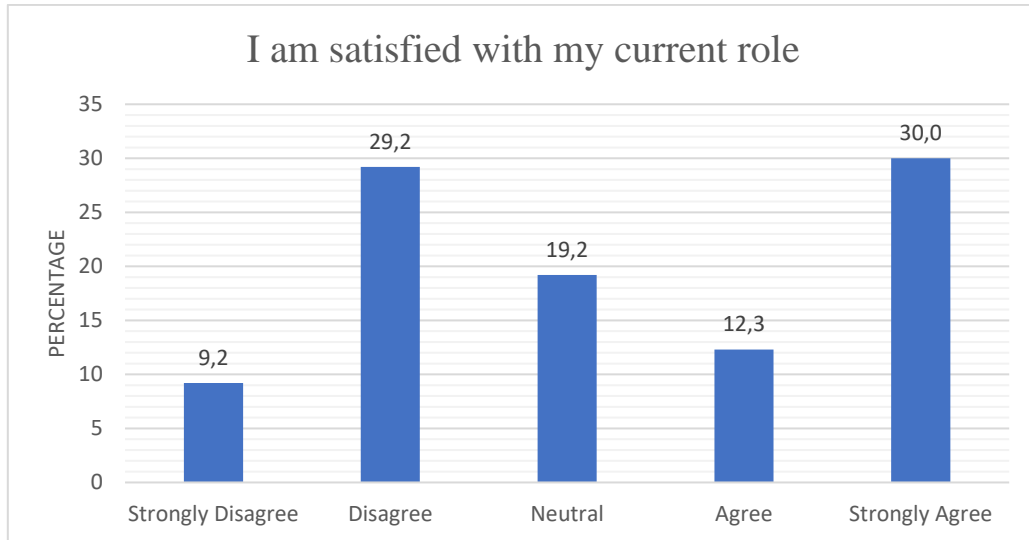
Respondents were asked if they intended to keep their job due to the high unemployment rate. The analysis showed that 53% of the respondents agreed to their job while 20% disagree (Figure 4.14).



**Figure 4.14: High unemployment rate**

- **Job Satisfaction**

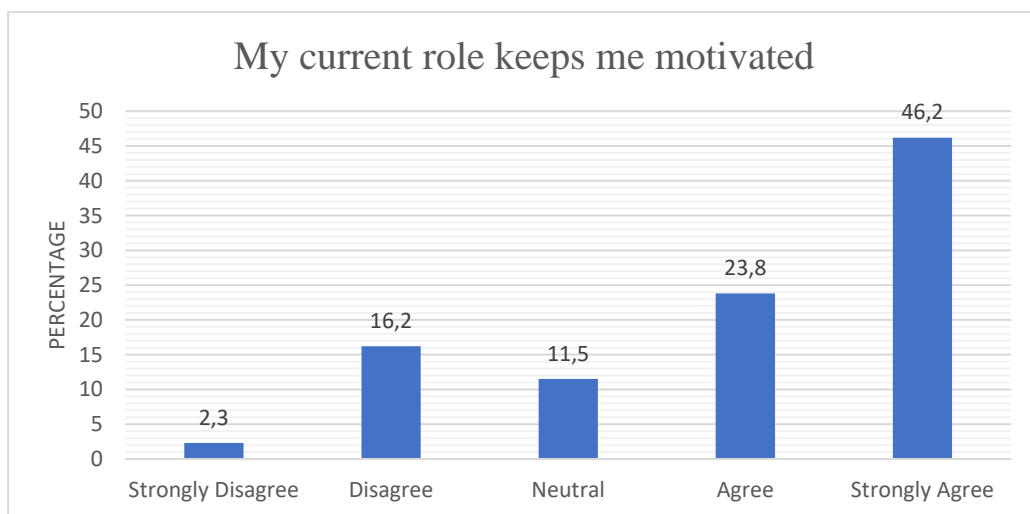
Participants were questioned if they were pleased in their current job role. The findings obtained revealed that 42.3% of the participants agreed while 38.4% disagreed (Figure 4.15).



**Figure 4.15: Employee Job satisfaction**

- **Motivation**

Employees were asked if their current role motivates them. Results obtained showed that 70% agreed while 18.5% disagreed (Figure 4.16).



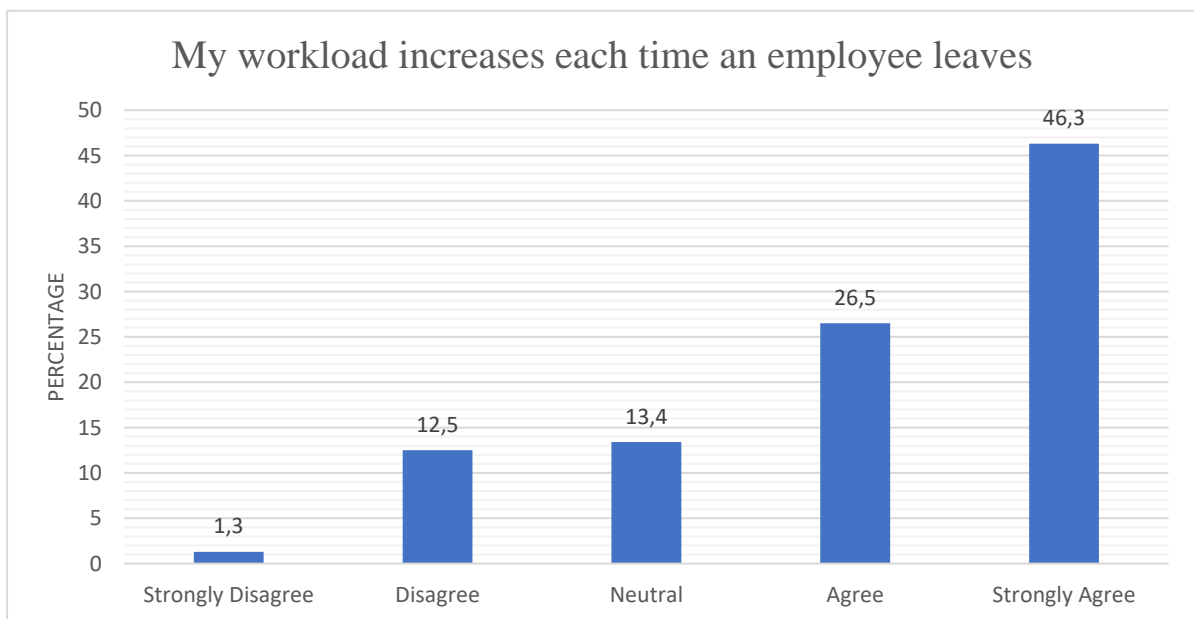
**Figure 4.16: Employee Job motivation**

#### 4.5.2 Impact of Labour turnover on employee

Participants were asked the following questions to ascertain the effect of labour turnover on the worker.

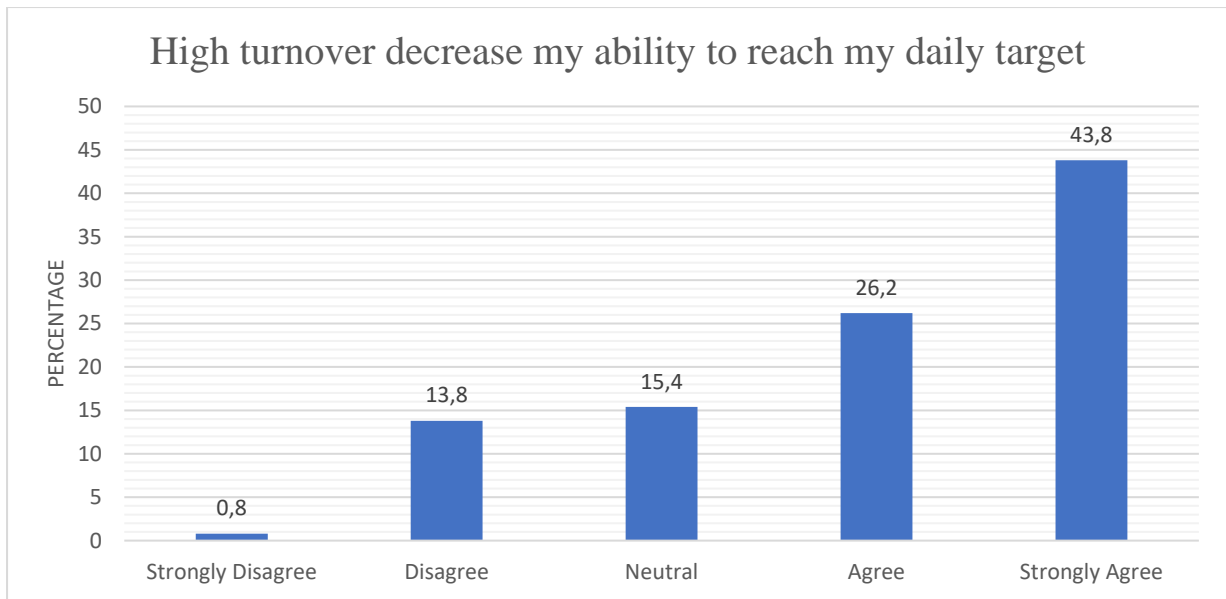
- My workload increases every time an employee leaves the organization
- High staff turnover in the organisation results in a decreased ability to achieve my daily targets.
- I spend time to train new employees, which impacts my ability to work efficiently.
- As a result of employees leaving the organisation, I must work longer hours.
- Employees leaving the organisation harm my working morale.

For the workload increase, result shows that 72.8% of the participants agreed whereas only 13.8% disagreed (Figure 4.17).



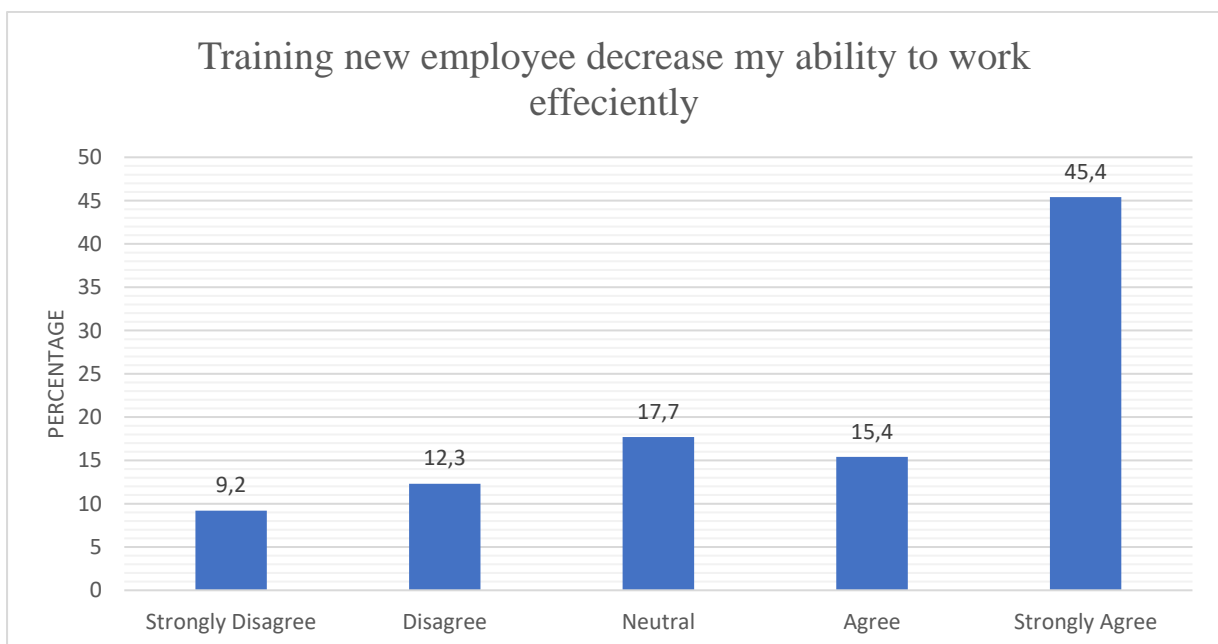
**Figure 4.17: Impact of labour turnover on employee**

About 70% of the participants agreed that high turnover decreased the ability to achieve the daily target, while only 14.6% disagreed (Figure 4.18).



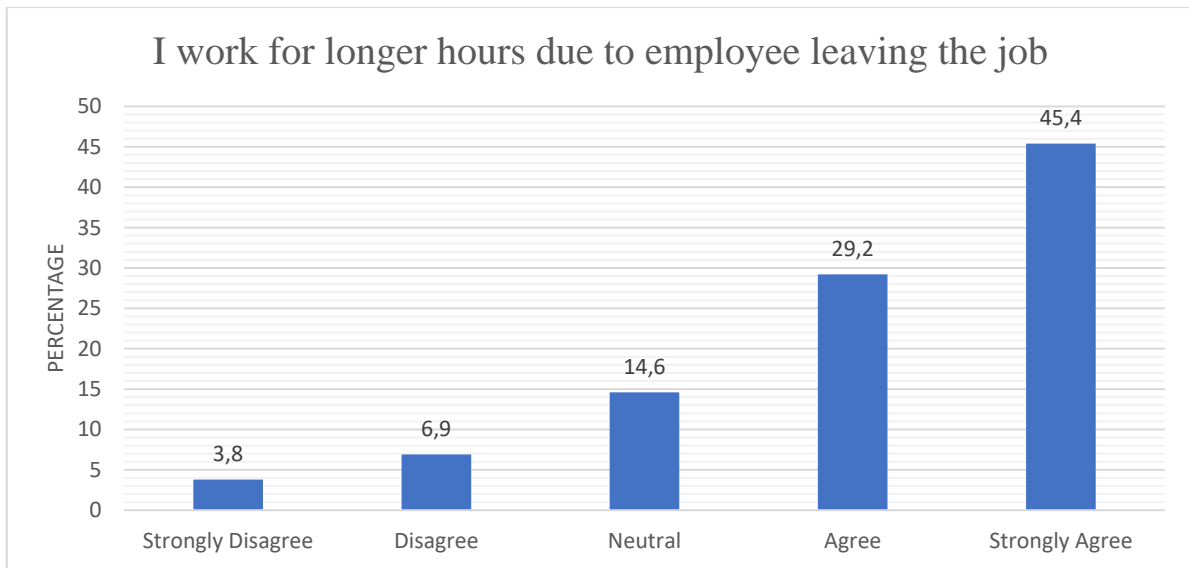
**Figure 4.18: Impact of labour turnover on employee**

Observation showed that 60.8% agreed that training new employee decreases their ability to work efficiently, while 21.5% disagreed (Figure 4.19).



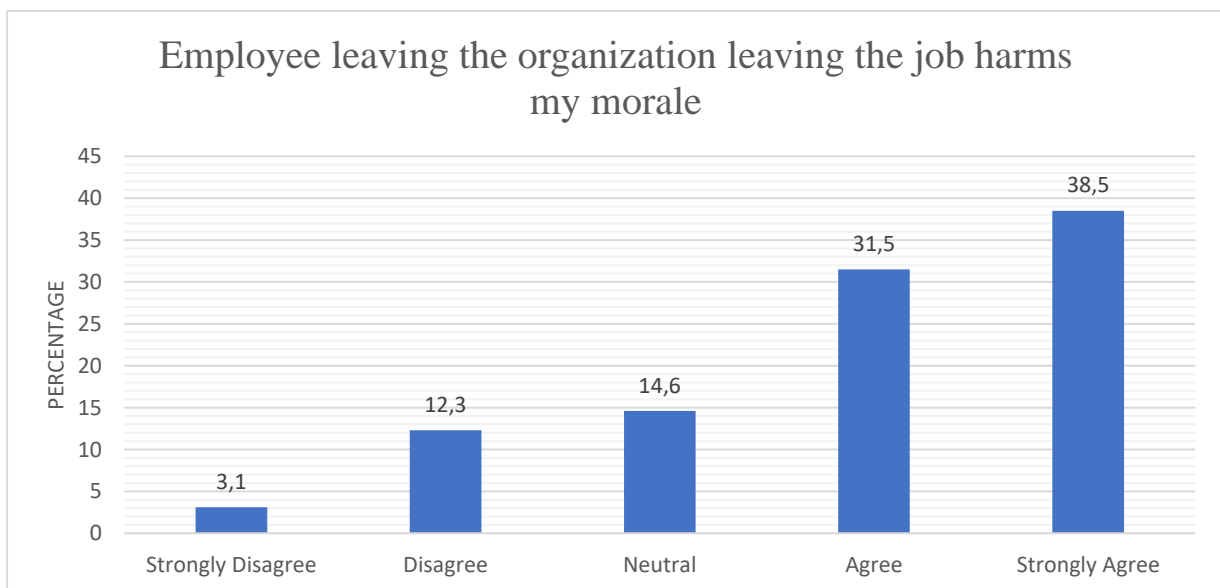
**Figure 4.19: Impact of labour turnover on employee**

According to the result obtained, 74.6% of the participants agreed they worked for a longer hour due to an employee leaving the job, while 10.7% disagreed (Figure 4.20).



**Figure 4.20: Impact of labour turnover on employee**

About 70% of the participants agreed that employees leaving the job harms their morale, while 15.4% disagreed (Figure 4.21).



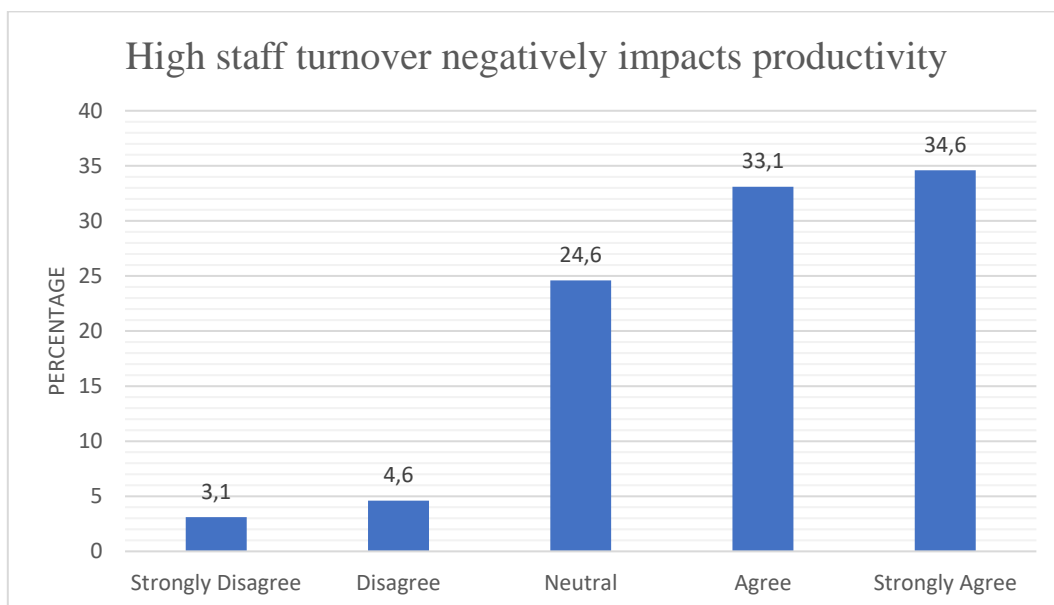
**Figure 4.21: Impact of labour turnover on employee**

### 4.5.3 Impact of labour turnover on Business operation

To determine the impact of labour turnover on the business operation, participants were asked the following questions:

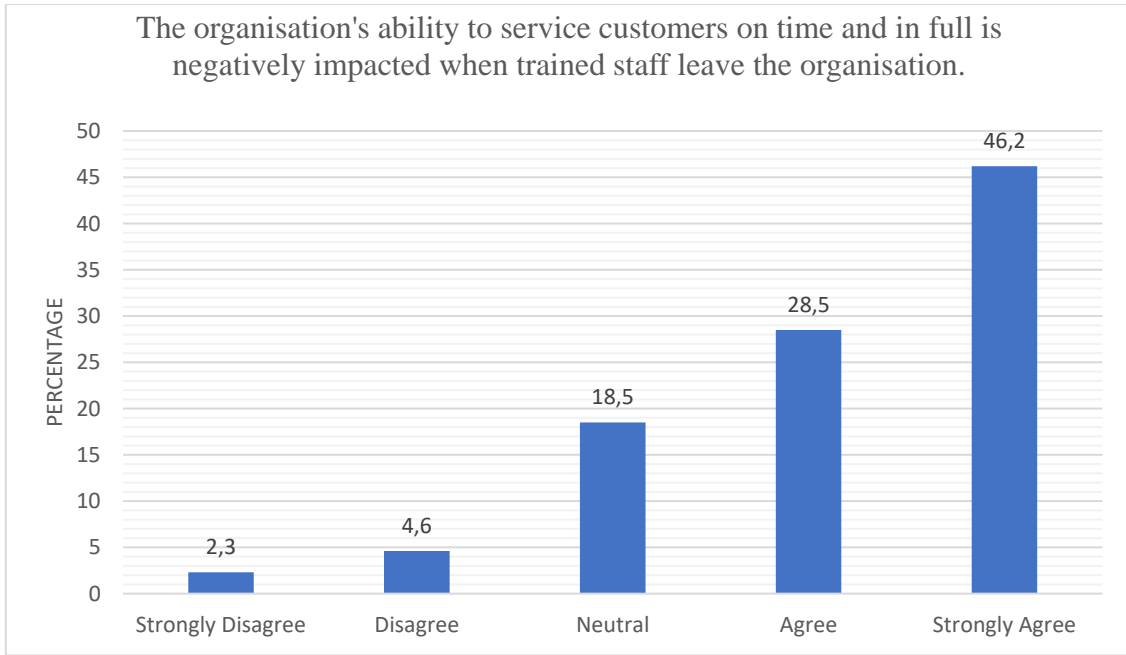
- As a result of high staff turnover, productivity in the workplace is impacted negatively.
- The organisation's ability to service customers on time and in full is impacted negatively when trained staff leave the organisation.
- High staff turnover in the organisation results in a waste of company resources, e.g., the time required to train new employees.
- High staff turnover of skilled people in the organisation results in poor internal service when the new person is still learning their functions.
- As a result of high staff turnover, more time and money are spent on the recruitment of new staff

For productivity, about 67.7% of the participants agreed that high staff turnover negatively impacts productivity, while only 7.7% disagreed (Figure 4.22).



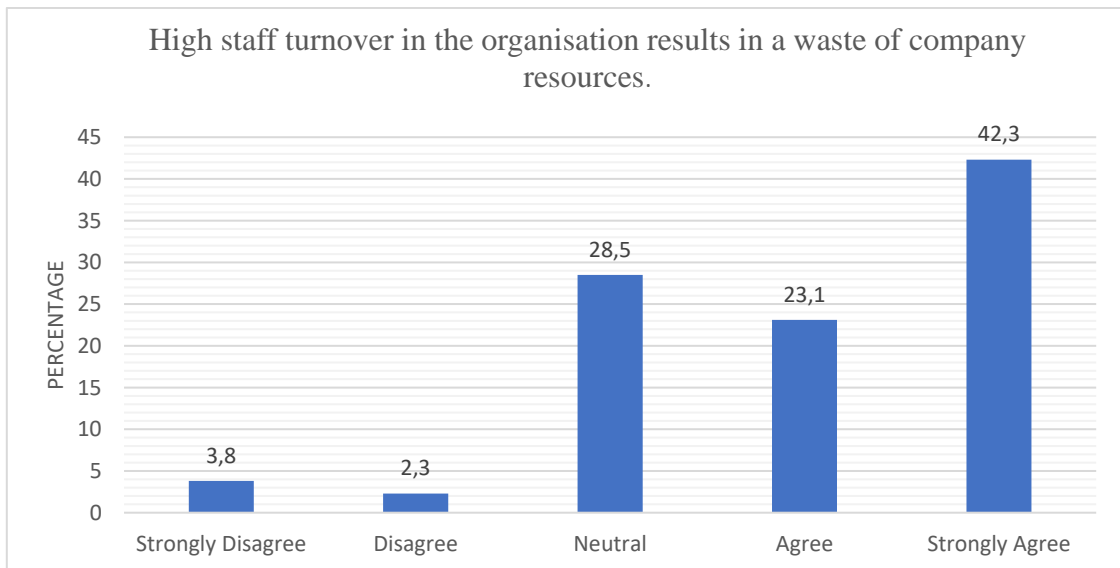
**Figure 4.22: Impact of labour turnover on the Business operation**

About 74.7% of the participants agreed that the organization ability to service customers on time is negatively impacted when trained staff leave the organization, while only 6.9% disagreed (Figure 4.23).



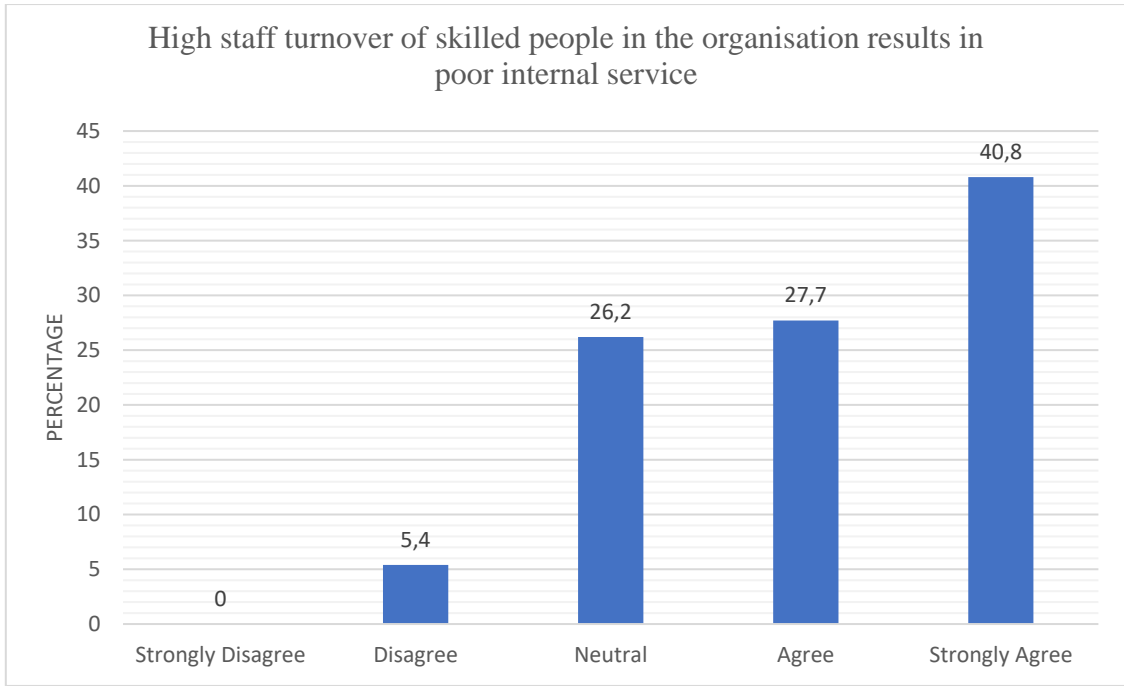
**Figure 4.23: Impact of labour turnover on the Business operation**

Similarly, about 65.4% of the participants agreed that high staff turnover in the organization results in a waste of company resources, while 6.1% disagreed (Figure 4.24).



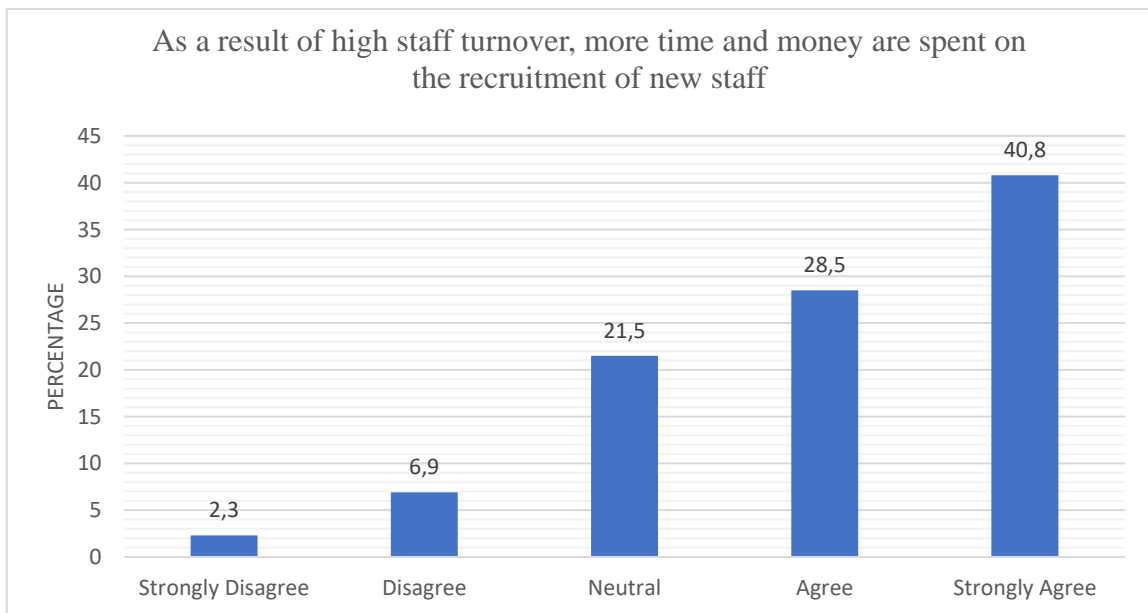
**Figure 4.24: Impact of labour turnover on the Business operation**

68.5% of the participants agreed that high staff turnover of skilled people in organization results in poor internal service, while 5.4% disagreed (Figure 4.25).



**Figure 4.25: Impact of labour turnover on the Business operation**

Similarly, most participants agreed that due to high turnover, more time and money are spent on recruiting new staff, while 9.2% disagreed (Figure 4.26).



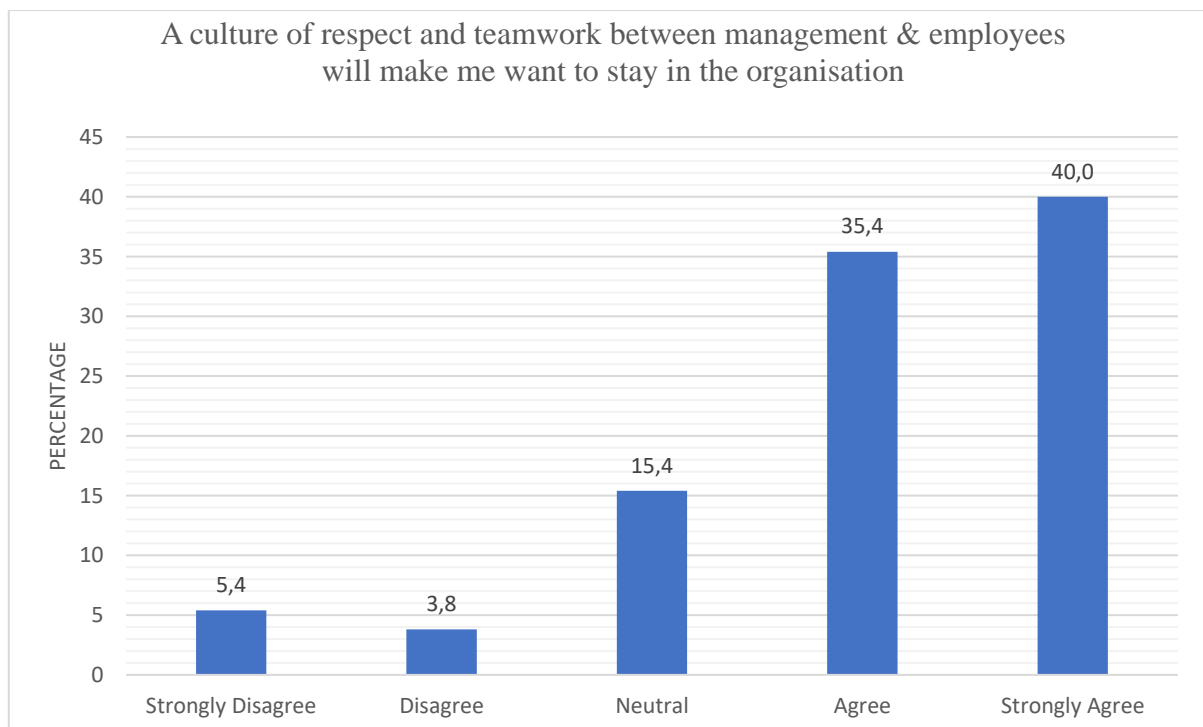
**Figure 4.26: Impact of labour turnover on the Business operation**

#### 4.5.4 Measures to minimize employee turnover

In order to identify potential measures that can be implemented to minimize labour turnover within the company; participants were asked the following questions.

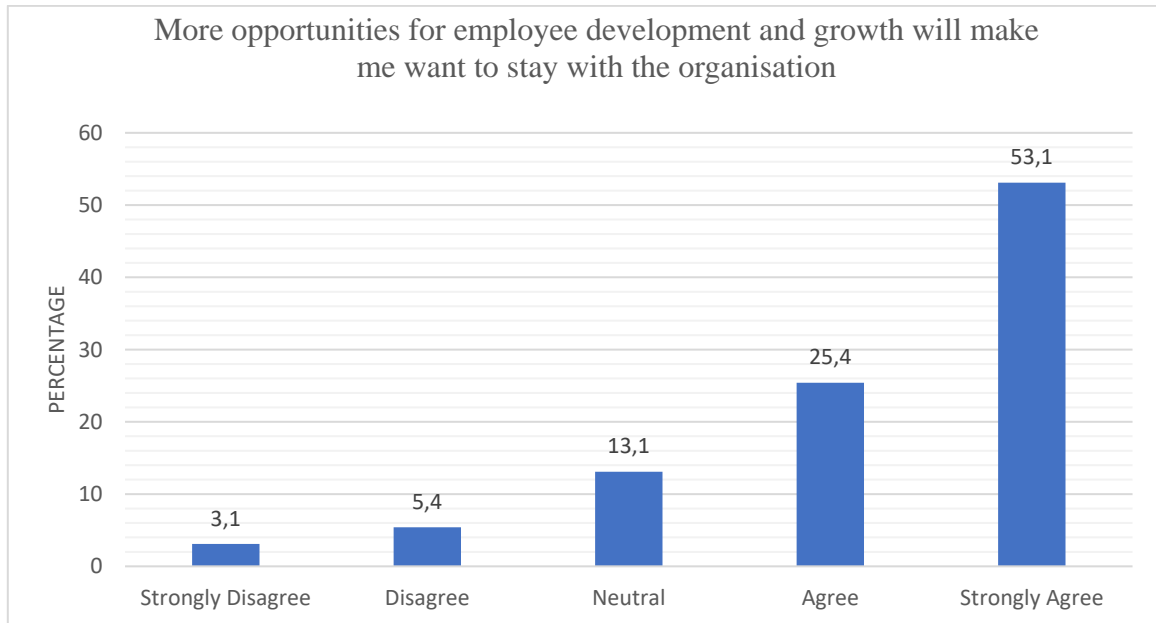
- A culture of respect and teamwork between management & employees will make me want to stay in the organisation.
- More opportunities for employee development and growth will make me want to stay with the organisation.
- Recognising and rewarding employees for going the extra mile will make me want to stay with the organisation.
- If I am paid a market-related wage/salary, then I am likely to stay with the organisation.
- Offering job-related skills and training programmes will make me stay in the organisation.

Observation of the analysis showed that 75.4% of the respondents agreed that a culture of respect and teamwork between management and employee would make them want to stay in the organization, while only 9.2% disagreed (Figure 4.27).



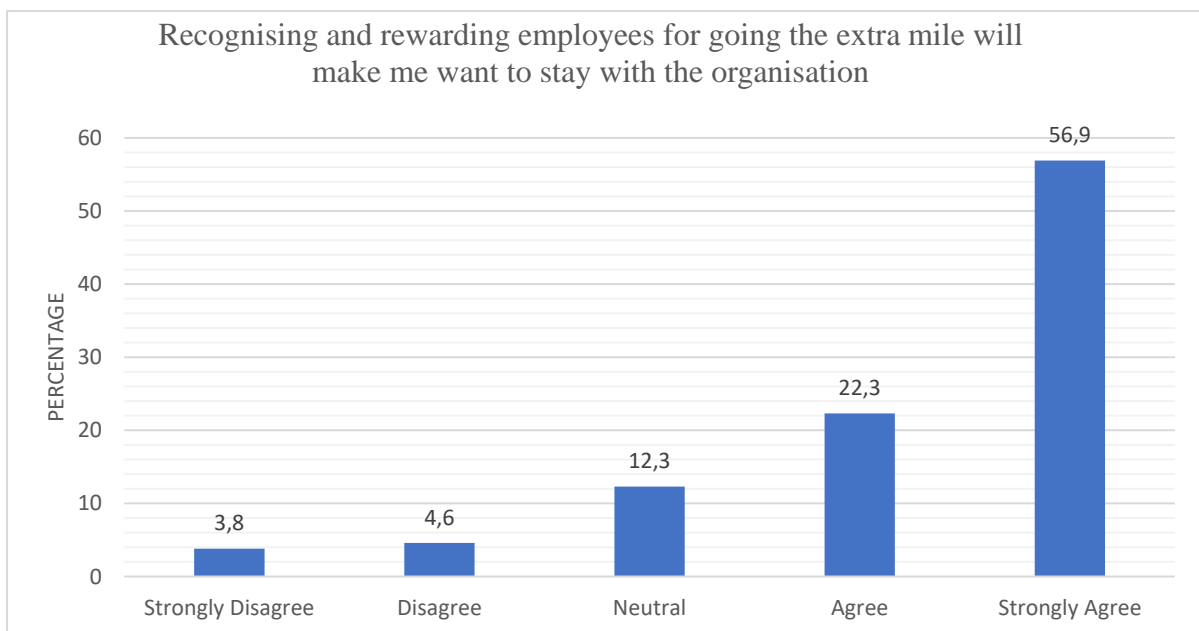
**Figure 4.27: Measures to minimize employee turnover**

Similarly, about 78.5% of the respondents agreed that more prospects for development and growth would make them stay with the organization, while 8.5% disagreed (Figure 4.28).



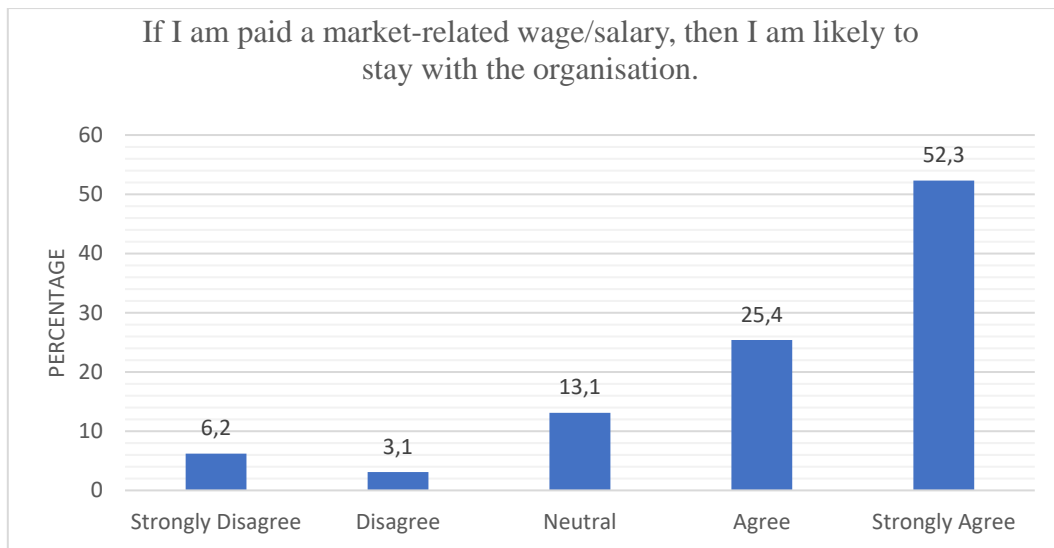
**Figure 4.28: Measures to minimize employee turnover**

Results from the analysis revealed that about 79.2% of the respondents agreed that recognising and rewarding employees for going the extra mile will make them stay with the organization. About 8.4% disagreed (Figure 4.29).



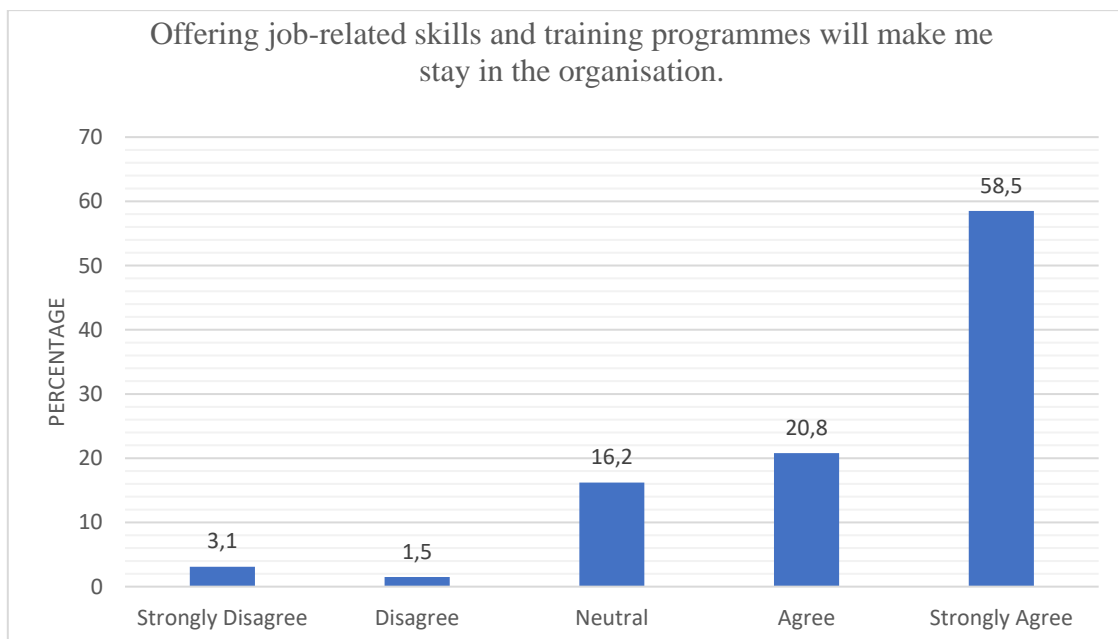
**Figure 4.29: Measures to minimize employee turnover**

Observation of the analysis showed that 77.7% of the participants agreed that if they are paid market-related wages and salaries, they will be prone to remain with the organisation, while only 9.3% of the participants disagreed (Figure 4.30).



**Figure 4.30: Measures to minimize employee turnover**

79.3% of the participants agreed that 68.5% of the participants agreed that offering job-related skills and training programmes would make them stay with the organisation, while 4.6% of the participants disagreed (Figure 4.31).



**Figure 4.31: Measures to minimize employee turnover**

#### 4.6 Correlation Analysis

To determine the relationship between the variable as well as the significance levels, correlation analysis was employed. Specifically, Spearman correlation analysis was performed on the dataset. The analysis was mainly carried out on the variables that allow the researcher to achieve the objectives of the study.

The following were the objectives of this study

1. To determine which of the following factors/drivers affects employee turnover intention in the Company A, B and C based on employee opinion.
  - Poor work conditions
  - Performance appraisal and feedback
  - Management Culture
  - Remuneration
  - Recruitment and staff selection processes
  - Rate of unemployment which influences the decision to stay or leave the organisation.
  - Employee personal interest
  - Job satisfaction.
  - Motivation
2. To determine the impact of labour turnover on remaining employees in Company A, B and C.
3. To determine the impact of labour turnover on business operations in Company A, B and C.
4. To determine strategies that Company A, B and C can effectively use to manage labour turnover.

In this study, participants lengths of service were considered as the independent variable while factors listed in the questionnaire (and above) were dependent variables. Therefore, the researcher performed the analysis on these variables.

**Objective 1:** observation from the analysis (figure 4.4) showed a variation in the relationship between the factors and participants length of services.

		Correlations													
		LengthofService	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	
Spearman's rho	LengthofService	Correlation Coefficient	1.000	-.387**	-.163*	.007	.096	-.026	.096	-.472**	-.450**	-.028	-.327**	-.503**	-.067
		Sig. (1-tailed)		<.001	.032	.467	.138	.386	.139	<.001	<.001	.376	<.001	<.001	.223
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B1		Correlation Coefficient	-.387**	1.000	.470**	.413**	.385**	.338**	.325**	.828**	.612**	.350**	.576**	.519**	.286**
		Sig. (1-tailed)	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B2		Correlation Coefficient	-.163*	.470**	1.000	.652**	.555**	.488**	.642**	.406**	.391**	.504**	.479**	.341**	.589**
		Sig. (1-tailed)	.032	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B3		Correlation Coefficient	.007	.413**	.652**	1.000	.644**	.505**	.712**	.133	.097	.471**	.397**	.115	.509**
		Sig. (1-tailed)	.467	<.001	<.001		<.001	<.001	<.001	.066	.135	<.001	<.001	.097	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B4		Correlation Coefficient	.096	.385**	.555**	.644**	1.000	.622**	.836**	.223**	.252**	.491**	.353**	.153	.570**
		Sig. (1-tailed)	.138	<.001	<.001	<.001		<.001	<.001	.005	.002	<.001	<.001	.041	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B5		Correlation Coefficient	-.026	.338**	.488**	.505**	.622**	1.000	.586**	.380**	.358**	.375**	.265**	.264**	.461**
		Sig. (1-tailed)	.366	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	.001	.001	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B6		Correlation Coefficient	.096	.325**	.642**	.712**	.635**	.586**	1.000	.172**	.145*	.518**	.330**	.142	.503**
		Sig. (1-tailed)	.139	<.001	<.001	<.001	<.001	<.001		.025	.050	<.001	<.001	.054	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B7		Correlation Coefficient	-.472**	.628**	.406**	.133	.223**	.380**	1.000	.879**	.203*	.482**	.726**	.233**	
		Sig. (1-tailed)	<.001	<.001	<.001	.066	.005	<.001	.025		<.001	.010	<.001	<.001	
		N	130	130	130	130	130	130	130	130	130	130	130	130	
B8		Correlation Coefficient	-.450**	.612**	.391**	.097	.252**	.356**	.145*	1.000	.879**	.217**	.463**	.744**	.240**
		Sig. (1-tailed)	<.001	<.001	<.001	.135	.002	<.001	.050	<.001		.007	<.001	<.001	
		N	130	130	130	130	130	130	130	130	130	130	130	130	
B9		Correlation Coefficient	-.028	.350**	.504**	.471**	.491**	.375**	.518**	.203*	1.000	.474**	.237**	.509**	
		Sig. (1-tailed)	.376	<.001	<.001	<.001	<.001	<.001	<.001	.010	.007		<.001	.003	
		N	130	130	130	130	130	130	130	130	130	130	130	130	
B10		Correlation Coefficient	-.327**	.576**	.479**	.397**	.353**	.265**	.330**	.482**	.463**	.474**	1.000	.458**	.448**
		Sig. (1-tailed)	<.001	<.001	<.001	<.001	<.001	.001	<.001	<.001	<.001	<.001		<.001	<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B11		Correlation Coefficient	-.503**	.519**	.341**	.115	.153*	.264**	.142	.726**	.744**	.237**	.458**	1.000	.316**
		Sig. (1-tailed)	<.001	<.001	<.001	.097	.041	.001	.054	<.001	<.001	.003	<.001		<.001
		N	130	130	130	130	130	130	130	130	130	130	130	130	130
B12		Correlation Coefficient	-.067	.286**	.589**	.509**	.570**	.461**	.503**	.233**	.240**	.509**	.448**	.316**	1.000
		Sig. (1-tailed)	.223	<.001	<.001	<.001	<.001	<.001	<.001	.004	.003	<.001	<.001	<.001	
		N	130	130	130	130	130	130	130	130	130	130	130	130	130

\*\* Correlation is significant at the 0.01 level (1-tailed).  
 \* Correlation is significant at the 0.05 level (1-tailed).

**Figure 4.32: Correlation analysis**

B1 = Training received, B2=Work Conditions, B3=Career development opportunities, B4=Workload, B5=Working hours, B6= Performance Appraisal and feedback, B7=Management culture, B8= Employee efforts, B9=Remuneration, B10=High unemployment rate, B11= Job satisfaction, B12= Motivation

As shown in the figure 4.32 above, a significant negative correlation was observed for B1, B2, B7, B8, B10 and B11. Positive correlation was observed for B3, B4 and B6, while negative correlation was obtained for B5, B9 and B10. Based on this result, it is inferred that all these factors influence employee turnover intention as these factors correlates with length of service.

**Objective 2:** To determine the impact of labour turnover on remaining employees.

		Correlations						
		LengthofService	C1	C2	C3	C4	C5	
Spearman's rho	LengthofService	Correlation Coefficient	1.000	.013	.047	.142	.121	.112
		Sig. (1-tailed)	.	.441	.297	.053	.085	.102
		N	130	130	130	130	130	130
	C1	Correlation Coefficient	.013	1.000	.718**	.754**	.833**	.752**
		Sig. (1-tailed)	.441	.	<.001	<.001	<.001	<.001
		N	130	130	130	130	130	130
	C2	Correlation Coefficient	.047	.718**	1.000	.697**	.675**	.781**
		Sig. (1-tailed)	.297	<.001	.	<.001	<.001	<.001
		N	130	130	130	130	130	130
	C3	Correlation Coefficient	.142	.754**	.697**	1.000	.800**	.729**
		Sig. (1-tailed)	.053	<.001	<.001	.	<.001	<.001
		N	130	130	130	130	130	130
	C4	Correlation Coefficient	.121	.833**	.675**	.800**	1.000	.734**
		Sig. (1-tailed)	.085	<.001	<.001	<.001	.	<.001
		N	130	130	130	130	130	130
C5	Correlation Coefficient	.112	.752**	.781**	.729**	.734**	1.000	
	Sig. (1-tailed)	.102	<.001	<.001	<.001	<.001	.	
	N	130	130	130	130	130	130	

\*\* Correlation is significant at the 0.01 level (1-tailed).

**Figure 4.33: Correlation analysis**

C1 =High workload, C2= high staff turnover C3=New employee trainings, C4= Longer hour of work, C5= Work morale.

Observation from the analysis depicts positive correlation for C1, C2, C4 and C5, while a significant positive correlation was observed for C3. These correlations indicates that labour turnover influence remaining employee turnover intention.

**Objective 4** To determine the impact of labour turnover on business operations.

D1= Productivity, D2= customer service; D3= waste of company resource, D4=Poor internal service, D5=Recruitment of new staff

		Correlations						
		LengthofService	D1	D2	D3	D4	D5	
Spearman's rho	LengthofService	Correlation Coefficient	1.000	-.038	.105	.103	-.087	-.042
		Sig. (1-tailed)	.	.332	.118	.121	.163	.319
		N	130	130	130	130	130	130
	D1	Correlation Coefficient	-.038	1.000	.710**	.686**	.611**	.664**
		Sig. (1-tailed)	.332	.	<.001	<.001	<.001	<.001
		N	130	130	130	130	130	130
	D2	Correlation Coefficient	.105	.710**	1.000	.723**	.535**	.665**
		Sig. (1-tailed)	.118	<.001	.	<.001	<.001	<.001
		N	130	130	130	130	130	130
	D3	Correlation Coefficient	.103	.686**	.723**	1.000	.592**	.632**
		Sig. (1-tailed)	.121	<.001	<.001	.	<.001	<.001
		N	130	130	130	130	130	130
	D4	Correlation Coefficient	-.087	.611**	.535**	.592**	1.000	.801**
		Sig. (1-tailed)	.163	<.001	<.001	<.001	.	<.001
		N	130	130	130	130	130	130
D5	Correlation Coefficient	-.042	.664**	.665**	.632**	.801**	1.000	
	Sig. (1-tailed)	.319	<.001	<.001	<.001	<.001	.	
	N	130	130	130	130	130	130	

\*\* . Correlation is significant at the 0.01 level (1-tailed).

**Figure 4.34: Correlation analysis**

As shown in figure 4.34. negative correlation was observed for D1, D4 and D5 while positive correlation was observed for D2 and D3. Based on this result, it can be inferred that these factors impact business operation.

#### 4.7 Conclusion

In this chapter, the answers of the respondents were presented. A 100% response rate was achieved; however, most participants were females. Most of the respondents were also in ages range 25-30 years. A higher percentage of the participant have spent two years and above in the organization. Graphs were used as a form of descriptive statistics to illustrate the outcomes. The next chapter discusses these results with the viewpoint of the study objectives.

## **CHAPTER 5: DISCUSSION OF RESULTS**

### **5.1 Introduction**

The previous chapter presented the findings and analysis of the collected data in this study. The data was analysed descriptively, and the resulting statistics were presented using graphical representations and percentages. In this chapter, I discussed the findings in relation to the research objectives as outlined earlier. Moreover, I explore the alignment of these findings with the existing literature on labour turnover in the retail industry. Additionally, this chapter highlight the implications and consequences of the obtained results.

### **5.2 Aligning of results with the objectives of this study**

The following are the research objectives of this study:

1. To investigate the underlying causative factors/drivers of employee turnover intention in Company A, B and C based on employee opinion
2. To investigate the impact of labour turnover on remaining employees in Company A, B and C
3. To investigate the impact of labour turnover on business operations in Company A, B and C.
4. To determine measures that can be taken to minimize labour turnover in Company A, B and C

### **5.3 Causative factors of employee turnover**

According to the conceptual model adapted from Herzberg's Two Factor Theory and The Job Coupling Theory (See Chapter 2), several factors can cause employee turnover. The following factors were extracted from the model and are described below:

#### **5.3.1 Satisfaction with training and career development opportunities**

In this study, most of the employees revealed that they were pleased with the training they obtained from Company A, B and C. Training employees is one of the important aspects persuades employees to remain in a company because it makes employees feel that there is a chance for progress and development in the company (Bajaba et al., 2022). It is a key element in enhancing workers satisfaction. Also, according to Herzberg's Two Factor Theory (Herzberg, 1959), personal growth and advancement are important 'motivator factors' that

helps to increase the job satisfaction of an employee. Therefore, if Company A, B and C continues to offer relevant training to its employees, then the employees will most likely be satisfied in their current role. In the retail industry especially, the absence of training opportunities for employees can be demotivating and discouraging, especially for newly employed persons (Warden, 2018, Els et al., 2021).

Furthermore, in this study, most of the employees stated that Company A, B and C provides an opportunity for career development. When employees believe that their organization offers them with job enhancement prospects, they become more committed to the organization, thereby leading to their improved performance on the job and reduced likelihood and intentions of leaving the organization (Nouri & Parker, 2013 (Mokoena et al., 2022)). In support of the finding of this study, Rahman and Syahrizal (2019) showed that workers are more than willing to remain in a job or a company if there is room for career development.

### **5.3.2 Work environment and conditions**

Work environment and conditions are regarded as one of those external causative factors of labour turnover (Meirina et al., 2019). In the retail sector, this is a big deal. Poor environments and conditions surrounding many retail jobs in South Africa have resulted in employees leaving the organization (Cottini et al., 2011, Adriano and Callaghan, 2022). Some of these conditions include the tools and resources needed by employees to do their jobs, the workload assigned to employees and the work hours and number of days that employees are required to work.

In this study, although most employees agreed that they have the necessary tools to do their work, most of these employees also stated that they have high working hours and high workload, which may make them consider leaving Company A, B and C. This is supported by Warden (2018) and Agba et al. (2021) who stated that the South African retail sector is renowned for its long working hours. Not only do many employees work for many hours per day (10-12 hours), but they also work for about seven days in one week (Warden, 2018, Mahlasela and Chinyamurindi, 2020). This can disrupt the work-life balance of employees and eventually cause a high level of labour turnover.

### **5.3.3 Performance appraisal and feedback**

Most of the employees in this study stated that Company A, B and C provides performance appraisal and feedback to them and that their efforts in doing a good job is appreciated and recognized. This is a very important practice that can help to drive the retainment of employees, especially in a job in the retail sector. As discussed earlier, employees in the retail sector often

spend many hours at work and have a high workload. Acknowledging this amount of work done and providing constructive feedback will assist in encouraging them to remain on the job, thereby reducing labour turnover (Ahmad et al., 2010, Krishnan et al., 2013, Levy, 2022). In support of this research study's' results, it has been observed that the recognition of sales staff by management, for instance, in the retail sector, has stood out as a motivating factor in retail organizations (Kotni and Karumuri, 2018, Oruh et al., 2020). Also, if managers of Company A, B and C continue in this tradition of recognizing the performance of its employees and giving feedback, then it will help them to align the goals of the employees with the corporate goals (Krishnan et al., 2013, Bolt et al., 2022). Achieving this alignment improves the perceptions of the employees' compatibility and fitness with the organization, thereby making it complex for employees to exit their work, according to the Job-coupling model (Hom et al., 2012, Serapelwane and Manyedi, 2022).

#### **5.3.4 Management culture**

The way individuals and groups within an organization relate which each other and with external parties forms the culture of the organization. A positive culture within an organization can be influenced by how the management staff of an organization provide effective communication systems, policies and norms that increase the satisfaction of their employees. In this study, there was no convincing evidence to show that the workers are pleased with the management culture of the company. Poor working conditions, as experienced by most of the employees in Company A, B and C, may be an indication of a negative management culture experienced by many employees in Company A, B and C. In line to decrease labour turnover, the culture of an organisation must promote psychological safety; value respect, enjoyment, self-determination and sense of belonging (Rego and Cunha, 2008, Serenko et al., 2022). Employees must be made to feel safe and connected to the organization's culture. Employees must be made to feel that they are cared for and considered when new management policies are about to be implemented.

#### **5.3.5 Remuneration**

Remuneration is a key and important factor that cause labour turnover in organisations (Herzberg, 1959). Although, as important as it is, it does not prevent job dissatisfaction (Herzberg, 1959). This means that an employee can be remunerated so well and so high, and they may still be discontented with their work and may still be wanting to exit an organisation. This is because remuneration is regarded as a hygiene (extrinsic) factor which is not related to

the job itself but to the environment surrounding the work (Alshmemri et al., 2017, Ngo-Henha et al., 2022).

In this research, most of the employees agreed that Company A, B and C is remunerating them well in relation to the market. It is significant to take note of that there needs to exist a combination of circumstances before job satisfaction can be improved or before job dissatisfaction can be reduced. For instance, a combination of employee behaviours, remuneration, pay satisfaction and employee attitude towards benefits could predict the turnover rate in an organisation. Therefore, just earning a huge salary may not always be enough to keep employees in an organisation, especially in the retail sector. However, not earning enough, market-related or the desired remuneration may be enough reason for an employee to leave their job (Wöcke and Heymann, 2012, Ahmad, 2022). Organisations, such as Company A, B and C, in the retail sector, are advised to provide competitive wages or remuneration to their employees to influence employees' on-the-job sacrifice and thus discourage them from leaving the company (Rahman and Syahrizal, 2019).

### **5.3.6 High unemployment rate**

When employees in this study were asked if they intended to keep their job because of the elevated unemployment percentage in the country, again, there was no unanimous response tending towards keeping their job. This may be an indication that a significant number of employees in Company A, B and C would not mind leaving their current job regardless of the elevated rate of unemployment in the South Africa. Another way to look at it is that only about 50% of the employees agreed to keep their job because of fear of being unemployed. This means that 5 out of 10 employees in this company are willing to consider leaving their jobs. This may be due to the reported poor working conditions stated by most respondents in Company A, B and C or due to their dissatisfaction in the management culture. Therefore, centered on the outcomes of this research, it is highly unlikely that the high rate of unemployment in South Africa will reduce the labour turnover in this company. Hence, Company A, B and C needs to employ strategies to improve the motivator and hygiene factors in order to restrict the pull factors from the labour market (Wöcke and Heymann, 2012, Serapelwane and Manyedi, 2022).

### **5.3.7 Job satisfaction**

In this study, the majority in Company A, B and C did not feel content with their current work or role. Job satisfaction in the retail sector often entails employees being in a state of emotional

gladness and accomplishing of work goals and objectives within their organisation (Rahman and Syahrizal, 2019). The satisfaction of an employee with their job is often defined by their feeling or attitude towards their work, their remuneration, their working conditions, their performance appraisal and feedback and their socio-work culture. It entails employees feeling fulfilled at what they do and what they achieve. It can be determined by measuring if employees feel a correlation between what they want and what the role is asking of them. Establishing this connection often improves the job satisfaction of employees and has a positive impact on labour turnover. In the retail sector, job satisfaction has been identified to be a very significant determinant of employee's turnover rate (Li and Kuruvilla, 2022, Mokoena et al., 2022). Occupational stress (relating to poor working conditions), salary (remuneration), organizational policies, personal growth and achievement (training and career opportunities) have been discovered in previous studies as contributing causative factors to labour turnover (Ngo-Henha et al., 2022, Dwesini, 2019). Therefore, Company A, B and C may enhance the job satisfaction of its workers by improving the aforementioned factors.

### **5.3.8 Motivation**

Most of the employees in this study stated that their current job role motivates them. This is a valuable result of this study that Company A, B and C can build upon. This is because if employees are driven in the pursuit of their goals, then it can greatly benefit the organisation they work for. Factors that drive the motivation of a job in an employee may be either intrinsic or extrinsic. Intrinsic factors such as personal pleasure and satisfaction (self-fulfillment) and extrinsic factors such as the benefit and rewards that can be obtained from engaging in the role, need to be improved by Company A, B and C to stand a chance of curbing the high labour turnover in the retail sector. Also, to maintain the degree of motivation that most employees in Company A, B and C currently have, the management needs to provide proper training, provide commission towards sales made, and recognise the efforts of the employees through performance appraisals and incentives. These will help towards reducing the labour turnover rate (Warden, 2018, Ngo-Henha et al., 2022). Although eight factors were presented and discussed above as potentially responsible for employee turnover, the key causative factors of employee turnover as obtained in the results of this research are work setting and conditions, management culture and job satisfaction. In this research the majority of the employees indicated that their working hours and workload assigned to them are high. This is a key aspect that can make workers leave a company.

Also, the management culture of Company A, B and C was observed as a key causative factor of employee turnover. In this study, the employees do not feel that they are being cared for as reflected in their poor working conditions. Employees of Company A, B and C feel that the management staff do not provide effective communication systems, guidelines and norms that can inspire them to stay on with the company. Furthermore, another key causative factor of employee turnover as obtained in this study is job satisfaction. Most employees in Company A, B and C do not feel satisfied with their current job role. This factor is usually dependent on the previous two key causative factors mentioned above. Employees in this study do not feel that there is a connection between what they want and what the job asks of them, hence they experience declining job satisfaction and hence may consider leaving the company in the nearest future.

#### **5.4 Impact of labour turnover on employees**

Another aim of this research was to explore the impact of labour turnover on the employees that remain in the organisation. It has been observed in the literature that when there is a constant rate of employees leaving an organisation, this often has an effect on the other employees who they leave behind (Han et al., 2019). Many of the labour turnovers that are experienced in the retail sector often happen within the first 12 months of employment. This means that every year, a company in the retail sector is prepared to lose one or more employees (Bizcommunity, 2019, Warden, 2018).

In this study, most of the employees in Company A, B and C stated that each time an employee leaves the company, they experience an increase in their workload. Such actions will most likely have a ripple effect amongst the rest of the employees staying behind, and if not resolved promptly, may lead to disgruntled employees leaving their jobs. Recall that another result of this study shows that employees of this retail company (Company A, B and C) are not pleased with their working conditions, such as high workloads and long working hours. Although the specific reasons for these were not obtained from the employees, it may be a consequence of the high labour turnover related with most organisations in the retail sector (Warden, 2018).

In this study, most employees in Company A, B and C stated that when many employees leave their jobs, those that remain behind are unable to meet their daily targets. This is also backed by the research study of Banda (2022), which shows that high labour turnover can result in loss of productivity on the side of the incumbent employees. Also, most employees in Company A,

B and C stated that high labour turnover in the organization negatively affects their morale. Reduced productivity on the part of the incumbent employees may be as a result of loss of motivation and morale that surrounds many people leaving an organization (Effiong et al., 2017). It may make them question why they need to continue doing their jobs. Furthermore, productivity can be harmed as a result of high labour turnover, especially in the retail sector, if highly skilled and experienced employees have just left their jobs. Some of the employees that left may be responsible for training or mentoring the incumbent employees due to the skills and experiences they have amassed while working for the organization. This may then affect the productivity of the incumbent employees, who may be rookies who were reliant on the employees that left the organisation for guidance and support (Effiong et al., 2017, Heidig et al., 2018). For employees that remained behind, whether experienced enough or not, the outcomes of this research indicated that many of them are unable to work efficiently when there is a high turnover of labour because they become saddled with the responsibilities of training the new employees.

From the discussion above, the key issues regarding labour turnover which have an impact on the employees are stated below:

- When an employee leaves the company, there is an increase in the workload of others who remain behind.
- When many employees leave their jobs, those that remain behind are unable to meet their daily targets.
- High labour turnover in the organization negatively affects the confidence of the remaining workers. Reduced productivity on the part of the incumbent employees may be because of loss of motivation and morale that surrounds many people leaving an organization.
- High turnover of skilled and experienced employees affects the productivity of the incumbent employees.

### **5.5 Impact of labour turnover on business operations**

Labour turnover often has an impact on business operations, both positive and negative. The literature points out that there may be more negative than the positive impact that labour turnover brings to an organisation, especially in retail organization's (Butali et al., 2013, Bishop, 2019). This study investigated mainly the negative impacts of labour turnover on retail business operations. Most employees in this study stated that high-level labour turnover has an

adverse influence on the throughput of business operations. A decline in productivity as a result of increased labour turnover was also noticed in the studies by Eckardt et al. (2014) Adriano and Callaghan (2022), and De Winne et al. (2019). Usually, when there is a drop in productivity, customers are severely affected as they start experiencing poor services, which may lead to customers being dissatisfied. In this study, most employees of Company A, B and C stated that when the high labour turnover involves highly skilled staff members, the ability to service customers effectively and efficiently is reduced. In a very competitive market such as the retail business market, this easily leads to the loss of trust and satisfaction by customers and could make customers stop patronizing your business. This may have negative consequences for the financial performance and revenues of the organisation (De Winne et al., 2019). If such a high turnover of skilled employees is not controlled, the sustainability of such retail business can be threatened (Eckardt et al., 2014).

In this study, most employees agreed that as a result of high turnover, more resources (time and money) are spent on the recruitment processes of new staff members (Eckardt et al., 2014, Kindu, 2022). The recruitment process involves the time and expenses required to advertise a position, conduct multiple interviews with the candidates, finance the relocation costs of successful candidates, onboard new employees with new gadgets or work resources and spending on multiple training sessions (Eckardt et al., 2014, Cruz et al., 2022). Having to replace, for instance, five experienced salespersons in a retail business, who have many years of service with the company and have gathered a lot of skills and training regarding the internal operations of a business can be an expensive task. For instance, depending on the new employee's role, they may be required to undergo training for three months before they can become adequately skilled and knowledgeable to carry out retail business operations in an effective and efficient manner (Jiří and Žůrková, 2013, Wilson, 2018, Hakro et al., 2022). This is a lot of time that could have been saved if a high number of skilled employees did not leave an organisation. These trainings are often accompanied by finances being spent on travelling, Internet software, hardware, or the remuneration of the trainers. Also, such finances or expenditures may have been avoided if there was no high labour turnover. Again, the amount of work (productivity) that could have been achieved in three months by already-savvy employees would have been lost. Such expenses may have an important effect on the financial performance of a retail organisations business operations.

Another significant outcome of this research showed that most employees believe high labour turnover results in a waste of company resources. Some of the significant company resources include money, labour, and time. This result is consistent with the other results of this research which showed that the high rate of employees leaving Company A, B and C has led to the wastage of the company's resources in trying to fill the gaps left behind. The organizational knowledge gathered over the years and possessed by talented, skilled, and experienced employees could be lost and wasted when there is an increased rate of labour turnover in a company (Eckardt et al., 2014, De Winne et al., 2019).

## **5.6 Measures to minimize employee turnover**

Reducing job dissatisfaction does not equate to improving job satisfaction. Therefore to minimize the high labour turnover in a company like Company A, B and C, it is advised to progress the job satisfaction aspects and eradicate the job dissatisfaction factors (Herzberg, 1959, Stello, 2011). According to Herzberg's Two Factor Theory (Herzberg, 1959), the aspects that improve job satisfaction are the "motivator factors", also referred to as the intrinsic factors, which are factors related to the job itself (Alshmemri et al., 2017), while the aspects that require to be improved in order to reduce job dissatisfaction are called the "hygiene factors", also described as the extrinsic factors (Herzberg, 1959, Alshmemri et al., 2017). The motivator factors refer to things like an achievement at work, recognition, personal growth and career development, accountability and the job itself, while the hygiene factors refer to factors like working conditions (workload and working hours), relations with management and coworkers, management policies and rules, remuneration (wage or salary) (Herzberg, 1959, Alshmemri et al., 2017).

### **5.6.1 Promote good management culture**

In this study, most employees of Company A, B and C stated that they would not leave the organisation if a culture of respect and teamwork existed between the management and the employees. Maintaining a good culture and rapport between the management teams and the workers is a hygiene factor that when improved can decrease the job dissatisfaction of an employee. This is in accordance with the results of the research by Michael and Fotiadis (2022), which disclosed that retail businesses could minimise labour turnover by adopting a culture that promotes motivation and respect among colleagues.

### **5.6.2 Improve remuneration**

Also, most employees in Company A, B and C believe that if they are paid market-related wages and salaries, then they are more likely to remain with their Company. Remuneration has always stood out as a very important measure to minimize the high labour turnover in many retail organisations. Sometimes it may have to do with the commissions that they obtain supplementary to their basic pay that make more retail employees remain with a company, regardless of other factors (Shah and Asad, 2018). Being an extrinsic factor, it is important to note that improving the wages and salaries or commissions of employees will go a long way in reducing other dissatisfactions that they may have with their jobs (Herzberg, 1959). It is pertinent to remember that improving this factor does not always guarantee that they are satisfied with their job but may mean that they will be more reluctant to leave the organisation hence reducing the high labour turnover in a company. In support of this study's results, the study by Shah and Asad (2018), (Levy, 2022) demonstrated that factors such as remuneration or salary are big concerns to an employee and do contribute significantly to the intentions of a worker to exit their work or role. Hence, addressing these concerns is a likely strategy to decrease the elevated rate of employee turnover.

### **5.6.3 Recognise and reward employees' efforts.**

Another possible strategy to minimize high labour turnover in an organisation has been suggested based on the findings of this research which showed that most workers would be prone to remain in an organisation if their extra-mile efforts are often recognized and rewarded. This result further confirms Herzberg's Two Factor theory which states that the recognition of the achievement of workers in an organisation is a significant motivator factor that will improve workers' job satisfaction and increase their likelihood of remaining with the organisation (Herzberg, 1959). Also, Gautam and Gautam (2022) believed that workers who do not believe their efforts are valued and appreciated are most likely to exit a company. Therefore, based on this study's results, not improving this factor in Company A, B and C may lead to a high labour turnover in the company. In an effort to decrease the labour turnover in Company A, B and C, one strategy may be to include recognition and reward programmes (e.g., an employee of the month, top salesman of the month, etc.) as part of an organization's work policy and culture (McManus and Mosca, 2015, Nasir and Mahmood, 2018).

### **5.6.4 Provide more growth and development opportunities.**

Furthermore, most employees in Company A, B and C agreed that if the company offered them more opportunities for growth and development, then they would remain in the organization.

Employees want to grow from the level they are to a higher level. Most employees do not want to remain in the same position or level for too long. This may become demotivating and make them tired or discouraged in the job. Hence, if there are structures in place to ensure that they can grow into a new role or if there is a high chance of moving up in an organization (skills-wise or position-wise), then there is a high chance that employees will remain patiently within an organisation until they are eligible enough to either be promoted or be upskilled.

Most employees believe that if Company A, B and C offers job-related skills and training programmes, then they will be reluctant to leave the organisation because they believe that they can nurture and progress within the company. Providing opportunities for training and development has been highlighted in previous studies by (Michael and Fotiadis, 2022, Ahmad, 2022, De Klerk, 2022) as a strategy that organisations can use to minimise high labour turnover. In fact, the promise of training and up-skilling employees will even attract highly skilled, motivated, ambitious and talented employees to the organization, thereby leading to the encouragement of innovation and a reduction in employees' aims to exit a company (Islam et al., 2013).

Employees that want to grow and develop their own skills know that it may be expensive to do on their own. However, knowing that they are offered the same training and growth opportunities within their organisation makes them remain in the organisation for at least the duration of years that the training programme will require. For instance, when some organisations pay for your training, they expect employees to pay back with a workback period related to the amount of money or number of years an employee spent on a training programme or skills development programme. In most cases, a worker is less inclined to exit an organisation if they know that what they must give up is too great.

## **5.7 Conclusion**

This research concentrated on identifying the impact of employee labour turnover on business operation and to determine possible means by which the impacts can be managed. A combination of both Herzberg's Two Factor Theory and The Job-Coupling Model were made use of to guide the research. The concepts of the models were used to guide the research. The concepts also contributed to the expansion of the study's questions. Four research questions were identified, the first research question concentrated on the causative factors or drivers of labour turnover in Company, second research question revolves around the impact of labour

turnover on business operation, third research question touches on the measures that can be taken to minimize labour turnover in Company A, B and C while the fourth research question was focussed on the approaches that can be used to manage labour turnover. A quantitative methodology was implemented for this study; therefore 130 questionnaires were distributed to Company A, B and C. The quantitative data obtained was cleaned, thereafter it was transferred to statistical package for social sciences (SPSS), for analysis. The table below shows a mapping of the study objectives to the key findings that were obtained to show how the objectives have been met.

**Table 5.1: Mapping objectives to the key findings**

Objectives	Key findings
1. To investigate the underlying causative factors/drivers of employee turnover intention in Company A, B and C based on employee opinion	<p>The key causative factors of employee turnover as obtained in the results of this study are:</p> <ul style="list-style-type: none"> <li>- work environment and conditions,</li> <li>- management culture and</li> <li>- job satisfaction</li> </ul>
2. To investigate the impact of labour turnover on remaining employees in Company A,B and C	<ul style="list-style-type: none"> <li>- When an employee leaves the company, there is an increase in the workload of others who have remained behind.</li> <li>- When many employees leave their jobs, those that remain behind are unable to meet their daily targets.</li> <li>- High labour turnover in the organization negatively affects the morale of the remaining employees.</li> <li>- High turnover of skilled and experienced employees affects the productivity of the incumbent employees.</li> </ul>
3. To investigate the impact of labour turnover on business operations in Company A,B and C	<ul style="list-style-type: none"> <li>- High labour turnover has a negative impact on the productivity of business operations. This easily leads to the loss of trust and satisfaction by customers and could make customers stop patronizing a business.</li> <li>- As a result of high turnover, more resources (time and money) are spent on the recruitment processes of new staff members.</li> <li>- High labour turnover results in a waste of company resources such as money, labour and time.</li> </ul>

4. To determine measures that can be taken to minimize labour turnover in Company A, B and C	<ul style="list-style-type: none"> <li>- Promote good management culture</li> <li>- Improve remuneration</li> <li>- Recognise and reward employee's efforts</li> <li>- Provide more growth and development opportunities</li> </ul>
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Based on the analysis, findings disclosed that aspects such as poor work situation and conditions in their company, and the poor management culture and job satisfaction influence employee turnover intention and make them want to leave the organization even with the high unemployment rate in the country. It was also established that when an employee leaves the company, there is an increase in the workload of others who remained behind. Most employees agreed that a high labour turnover often harms their productivity, and sometimes they find themselves unable to meet their targets.

In addition, labour turnover in the organization negatively affects the morale of the remaining employees. Findings also show that labour turnover has a adverse influence on the productivity of business operations. This easily leads to the loss of trust and satisfaction by customers and could make customers stop patronizing a business. Furthermore, because of high turnover, more resources (time and money) are spent on the recruitment processes of new staff members. Also, most employees believe that the more employees leave an organisation, the more money the company wastes on recruitment processes.

However, regarding the strategies that should be present to minimise high labour turnover in a company, employees agreed that they would not leave a company if they were paid market-related wages, salaries, or commissions. Majority of employees agreed that a culture of respect and teamwork must exist in an organisation if it is to retain its staff members and if they are recognized and rewarded for their outstanding efforts and if they are able to grow and develop within their job role in a company, they are likely to stay with the company.

### **5.8 Implication of the study's findings**

Based on the findings of the study, several implications can be drawn to help Companies across South Africa reduce employee turnover and improve their operations:

Companies should focus on improving work environment and conditions, management culture, and job satisfaction. By addressing these key causative factors of employee turnover, they can

improve retention rates and ensure that their employees are satisfied with their jobs. They should also recognize and address the negative impact of labour turnover on remaining employees. High labour turnover can have a significant impact on the workload, morale, and productivity of the remaining employees. To minimize the negative effects of turnover on remaining staff, Companies need to find ways to support and motivate employees during times of transition.

Additionally, they may address the negative impact of labour turnover on business operations. High turnover rates can lead to a loss of productivity and negatively affect customer satisfaction. Companies needs to find ways to mitigate these effects and ensure that business operations continue to run smoothly despite turnover. Furthermore, companies can take steps such as promoting good management culture, improving remuneration, recognizing and rewarding employee efforts, and providing growth and development opportunities to minimize labour turnover. These measures can help ensure that employees are satisfied with their jobs and are more likely to stay with the company for the long-term.

## **5.9 Limitations and Recommendations**

In this research study, the investigator only considered sample from one of the nine South African provinces, it is therefore recommended that forthcoming research studies should be broader in scope by gathering data, from other South African provinces to determine whether these findings are consistent. In addition, this study only used 130 questionnaires; to gain deeper insights on certain questions on labour turnover, future studies may supplement the questionnaires with interviews (qualitative approach). This research concentrated only on the retail sector; it is therefore suggested that additional sectors also be studied to acquire a broader perspective of the impact of labour turnover intention may have in other sectors of the South African labour market.

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## Appendix A: Research Questionnaire

### Section A:

#### Demographic Information:

**NB:** Please indicate your response to each statement by ticking ( ✓ ) the appropriate box that applies to you.

Q1. Age in years	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-30	<input type="checkbox"/> 31-36	<input type="checkbox"/> 36 and above
Q2. Race	<input type="checkbox"/> African	<input type="checkbox"/> White	<input type="checkbox"/> Indian	<input type="checkbox"/> Coloured
Q3. Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Prefer not to Say	
Q4. Length of service at work	<input type="checkbox"/> 1-06 months	<input type="checkbox"/> 07-11 months	<input type="checkbox"/> 12-23 months	<input type="checkbox"/> 2years and above

### Section B:

**NB:** Please indicate your response to each statement by ticking ( ✓ ) the appropriate box that applies to you.

- 1. Please indicate your response regarding the underlying causes that may lead you to leave the organisation.**

Questions	Strongly Agree (5)	Agree (4)	Neutra l(3)	Disagree (2)	Strongly Disagree (1)
Q1.1 I am satisfied with the training I receive that allows me to do my job well, and I will therefore stay in the organisation.					
Q1.2 I am not always provided with the necessary tools to conduct my work efficiently, e.g., scanners, ladders, trolleys, stationery, etc. This leads to me being frustrated and wanting to leave the organisation.					
Q1.3 In my organisation there is no career development opportunities which makes me look for other opportunities.					

Q1.4 I have a very high workload throughout the day, which drives me to look for another job.					
Q1.5 I find my current working hours too long, and this will lead me to leave the organisation.					
Q1.6 There is a lack of performance appraisal and feedback in my organisation, and this makes me want to leave the organisation.					
Q1.7 The management culture is a positive one where I am treated with respect, making me want to stay with the organisation.					
Q1.8 My efforts to do a good job are always appreciated or recognised by management, making me want to stay with the organisation.					
Q1.9 I believe that my wages/salary is not market-related, which leads me to look for another job.					
Q1.10 Due to the high unemployment rate, I have no other choice but to stay with the organisation.					
Q1.11 I am satisfied with my current job or role in the organisation, and this will make me stay in the organisation despite another job opportunity becoming available.					
Q1.12 My current role in the organisation does not keep me motivated and makes me want to leave the organisation.					

**2. Please indicate your response regarding the impact of labour turnover on employees remaining in the organisation**

<b>Questions</b>	<b>Strongly Agree (5)</b>	<b>Agree (4)</b>	<b>Neutral (3)</b>	<b>Disagree (2)</b>	<b>Strongly Disagree (1)</b>
Q2.1 My workload increases every time an employee leaves the organisation.					
Q2.2 High staff turnover in the organisation results in a decrease in my ability to achieve my daily targets.					

Q2.3 I must spend time to train new employees, which impacts my ability to work efficiently.					
Q2.4 As a result of employees leaving the organisation, I must work longer hours.					
Q2.5 Employees leaving the organisation harms my working morale.					

**3. Please indicate your response regarding the impact of labour turnover on business operations.**

<b>Questions</b>	<b>Strongly Agree (5)</b>	<b>Agree (4)</b>	<b>Neutral (3)</b>	<b>Disagree (2)</b>	<b>Strongly Disagree (1)</b>
Q3.1 As a result of high staff turnover, productivity in the workplace is impacted negatively.					
Q3.2 The organisation's ability to service customers on time and in full is impacted negatively when trained staff leave the organisation.					
Q3.3 High staff turnover in the organisation results in a waste of company resources, e.g., the time required to train new employees.					
Q3.4 High staff turnover of skilled people in the organisation results in poor internal service when the new person is still learning their functions.					
Q3.5 As a result of high staff turnover, more time and money are spent on the recruitment of new staff					

**4. Please indicate your response regarding measures that can be taken to minimise labour turnover in the Company.**

<b>Questions</b>	<b>Strongly Agree (5)</b>	<b>Agree (4)</b>	<b>Neutral (3)</b>	<b>Disagree (2)</b>	<b>Strongly Disagree (1)</b>
Q4.1 A culture of respect and teamwork between management & employees will make me want to stay in the organisation.					
Q4.2 More opportunities for employee development and growth will make me want to stay with the organisation.					

Q4.3 Recognising and rewarding employees for going the extra mile will make me want to stay with the organisation.					
Q4.4 If I am paid a market-related wage/salary, then I am likely to stay with the organisation.					
Q4.5 Offering job-related skills and training programmes will make me stay in the organisation.					

**5. Please add any relevant information or comments.**

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**END OF QUESTIONNAIRE- THANK YOU**

## Appendix B: Ethical Approval Letter



22 February 2022

Avinesh Ramsundar (202526994)  
School Of Man Info Tech & Gov  
Pietermaritzburg Campus

Dear A Ramsundar,

Protocol reference number: HSSREC/00003590/2021

Project title: Factors contributing to employee turnover intention at selected retail firms in KZN and strategies of mitigation

Degree: Masters

### Approval Notification – Expedited Application

This letter serves to notify you that your application received on 09 November 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 22 February 2023.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

#### Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

**INSPIRING GREATNESS**

## Appendix C: Cover Letter and Informed Consent



Dear Respondents

Research Project: Master of Commerce: Business Resource Management

Researcher: Avinesh Ramsundar [REDACTED]

email: [REDACTED]

Supervisor: Dr SS Soni (033 260 5111) email: soni@ukzn.ac.za

HSSREC Research Office (031 260 8350 / 4557/ 3587 email: hssrec@ukzn.ac.za

I, Avinesh Ramsundar currently registered at UKZN for studies leading to a Master of Commerce degree in Business Management. I am currently conducting a research study at selected retail companies in KwaZulu-Natal. The study is entitled: Factors Contributing to Employee Turnover Intention at Selected Retail Firms in KZN and Strategies of Mitigation

It is essential for this study to be conducted as it will enable an assessment of the phenomena and foster an understanding of the current situation of the impact of labour turnover on retail firms while also providing insight into the factors that drive this process. Findings from this study will be invaluable in providing the requisite knowledge and information needed to develop advanced and effective turnover risk management techniques, that will become an imperative tool to ensure organisational stability and encourage the active retention of employees. Since several factors drive labour turnover within or between different industries, it is anticipated that the results from this study will assist the management of Company X and other retail firms to recognize the foremost reasons behind the high employee turnover in the retail industry. Since the significant factors that drive labour turnover intention will be identified based on the data collected and analysis of results, employers can apply the recommendations provided to mitigate employee turnover issues. Furthermore, the findings of this study are also intended to raise employer awareness to initiate preventive measures with a view to preventing a recurrence of labour turnover within their organisations.

To achieve the objectives of this research the researcher needs assistance from you to fill questionnaire provided. The attached questionnaire will take about 15 minutes to complete. Please return the questionnaire to the researcher present upon completion. Your participation in this study is purely voluntary. Please be assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party or your employer. The researcher ensured that the information that you will provide would not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not. Privacy will be ensured in this study. Your participation will be highly appreciated. If you have any questions or concerns about participating in this study, please contact me or my supervisor.

Sincerely

Avinesh Ramsundar

Investigator's signature .....

Date .....

Informed consent

I.....

... (Full names of participant) at this moment confirm that I understand the contents of this document and the nature of the research project, and I consent to participate in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

.....

Signature of Applicant

.....

Date

## Appendix D: Letter of thesis editing from professional researcher

Apex Research Consulting  
24 Coronation Road Queensburgh  
Tel: [REDACTED]  
Email: [info@apexresearchconsulting.com](mailto:info@apexresearchconsulting.com)  
Website: <https://www.apexresearchconsulting.com>

30 March 2023

This serves to confirm that I have edited the Thesis titled, "Factors contributing to employee turnover intention at selected retail firms in KZN and strategies of mitigation" (Chapters 1-5) by Avinesh Ramsundar.

**DISCLAIMER:** The editor cannot be held responsible for any errors introduced due to changes being made to the document after the editing is complete.

Yours Sincerely  
(Ms) Dorcas Wright (M.A)

[REDACTED]