



**Investigating the factors that influence employee retention at Vector Logistics in South
Africa**

by

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ABSTRACT

Employee retention can be acknowledged as an important area of study due to the implications for company management. This area of study has become even more important with the occurrence of what has been termed The Great Resignation as millions of employees are resigning from their jobs post-COVID-19. Employee retention is the effort an employer makes to keep desirable employees to continue meeting organisational objectives. Without an active effort to keep employees engaged, employees can be attracted to other opportunities and may leave the company.

The study focused on Vector Logistics in South Africa. Consumers need products from various industries including food, electronics, textiles, and furniture among many others, making the logistics industry important for the delivery of these products and the functioning of the economy. Furthermore, fuel, energy, truck-building and other cost increases result in logistics companies searching for ways to keep costs low to prevent cost increases to customers. This study was commissioned to review the factors influencing employee retention at Vector Logistics in South Africa.

The information gathered was used to highlight which strategies have been implemented and the success of each. A quantitative study was developed to achieve these aims with a close-ended questionnaire provided to the sample of the 28 employees of the HR department at Vector Logistics in South Africa. Therefore, the study will assist Vector Logistics with insights into manpower which is the most important asset in a company. By providing insights into factors influencing employee retention, the study will help Vector Logistics implement better strategies to retain employees.

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Chapter 1: Introduction

1.1 Introduction

Employee retention can be acknowledged as an important area of study due to the implications for company management. This area of study has become even more important with the occurrence of what has been termed The Great Resignation as millions of employees are resigning from their jobs post-COVID-19 (Herman, 2022). Frank, Finnegan & Taylor (2004) defined employee retention as the effort an employer makes to keep desirable employees to continue meeting organisational objectives. Without an active effort to keep employees engaged, employees can be attracted to other opportunities and may leave the company.

Employee retention is the primary objective of every company, and it is a fundamental requirement to attract and retain the best possible employees (Raziq, Rizvi & Mahjabeen, 2021). Without employees who can achieve the organisation's objectives, the company will fail and dissolve. Noranee, Som, Adam, Aziz & Shahrudin (2021) confirmed that strong employee retention can improve employee morale as employees build better relationships with co-workers and the company benefits through lower hiring and training costs. It is in the company's best interests to implement employee retention strategies that keep employees engaged for as long as possible.

This study reviewed factors influencing employee retention at Vector Logistics in South Africa. Information gathered highlighted which factors influence employee retention, which strategies have been implemented as well as the success of each. The following sections provides the rationale of the study, problem statement, research aim, questions and objectives, timelines / workplan, limitations, delimitations, and format of the study.

1.2 Rationale of the study

The study focused on Vector Logistics in South Africa. Consumers need products from various industries including food, electronics, textiles, and furniture among many others, making the logistics industry important for the delivery of these products and the functioning of the economy. Furthermore, fuel, energy, truck-building and other cost increases result in logistics companies searching for ways to keep costs low to prevent cost increases to customers.

Therefore, the study will assist Vector Logistics with insights into manpower which is the most important asset in a company (Noranee et al., 2021). By providing insights into factors influencing employee retention, the study will help Vector Logistics implement better strategies to retain employees.

1.3 Problem statement

According to Chen, Tang, Liu, Bai & Chen (2021), employee turnover, which refers to employees resigning from their jobs, leads to higher costs for the company through advertising, recruitment, and training while service levels are reduced through lost time and new employees learning the company's processes. These are costs that would not be necessary if the previous employee had remained in their position. Another situation occurs when the new employee has spent a couple of months with the organisation and after settling down, resigns for a different position and the organisation must start the process again.

To prevent employees from leaving, Buckingham and Messymod (2022) confirmed that companies are trying different strategies from increasing salaries to providing flexible working hours. These interventions can be costly as higher wages mean higher expenditure on employees and fewer working hours means less productivity. Employees may also leave after the organisation implements these interventions and this results in wasted costs and time. Therefore, it becomes imperative to implement strategies that successfully retain employees for as long as possible.

When there is employee turnover at Vector Logistics, the HR department complete exit interviews to understand how the company can improve. Coupled with this, the HR department implement employee retention strategies to reduce employee turnover. If the factors influencing employees retention are not covered by the employee retention strategies, Vector Logistics could be wasting time and resources and losing competent employees. The study aimed to determine the factors influencing employee retention at Vector Logistics as well as which employee retention strategies have been successful or unsuccessful. The study will provide information to the HR department to ensure employee retention strategies are aligned with the employee retention factors.

1.4 Terms of Reference

1.4.1 Research Aim

The aim of the study was to review the factors influencing employee retention at Vector Logistics in South Africa and the success of employee retention strategies.

1.4.2 Research Questions

The following questions are listed to guide this study:

1. What factors influence employee retention at Vector Logistics?
2. Which employee retention strategies were implemented at Vector Logistics?
3. Which of the strategies were the most successful?
4. Which of the strategies have failed?

1.4.3 Research Objectives

The objectives of this study are:

1. To identify the factors that influence employee retention at Vector Logistics.
2. To examine the employee retention strategies implemented at Vector Logistics.
3. To identify which of the strategies were the most successful.
4. To determine which of the strategies have failed.

1.5 Timelines / Work plan

The study commenced in the year 2023. After receiving ethical clearance, the data collection process began. Participants were emailed the questionnaire and results were analysed. The thesis was completed and submitted for examination and approval.

1.6 Limitations of the study

The limitations of the study could include the potential for participants to not complete the questionnaire correctly or exclude relevant information. The respondent might also be fearful of providing specific information due to the nature of the information. If employee turnover is deemed to be high in specific regions for specific reasons, the respondent might be fearful of getting into trouble for not addressing these issues.

1.7 Delimitations of the study

Since the study is undertaken at one company, the results may not be applicable to other companies in South Africa or outside of South Africa. The results may also not be applicable to companies in other industries in South Africa or outside of South Africa

1.8 Format of the study

The report consists of the following sections:

Chapter one includes an outline of the study and explains the value to Vector Logistics in South Africa. The chapter provides the rationale for the study and problem statement as well as the research aim, questions, and objectives. Lastly, limitations of the study and the major sections were provided.

Chapter two reviews literature pertaining to employee retention factors and strategies. The chapter provides a review of studies and theories relating to employee turnover which includes definitions of key terms. Lastly, literature on retention factors and strategies is reviewed.

Chapter three provides the research methodology and research design. The chapter discusses the sampling design as well as the data collection method selected. The data analysis methods, reliability and validity, and ethical considerations are also provided.

Chapter four contains the results of the data collection process and the analysis that was completed based on the research aim, questions and objectives. This chapter reviews the employee retention factors and strategies at Vector Logistics in South Africa.

Chapter five provides recommendations and conclusions based on the analysis that was completed in chapter four. This section provides recommendations to Vector Logistics in South Africa as to how to use the results of the study for better employee retention decisions.

1.9 Conclusion

It is in the company's best interests to implement employee retention strategies that keep employees engaged. This study reviewed factors influencing employee retention at Vector Logistics in South Africa. Information gathered highlighted which factors influence employee retention as well as which employee retention strategies have been implemented and the success of each. The previous section provided the rationale of study, problem statement, research aim, questions and objectives, timelines / work plan, limitations, delimitations, and format of the study.

Chapter 2: Review of the factors and strategies that influence employee retention

2.1 Introduction

Sekaran and Bougie (2013) defined the literature review as the collection of available information on a specific topic, which contains data, ideas, evidence, and information that expresses previous research regarding that topic, and then the evaluation of this information in relation to new research. Therefore, the literature review is an important element of any study as it provides the researcher with relevant information regarding the topic and aids the researcher to expand on previous research.

In relation to the importance of a literature review for research, the importance of human capital or employees to a company cannot be overstated as Canavesi and Minelli (2022) confirmed that human capital represents one of the most important assets to a company. This makes sense as companies are managed by people and required tasks are performed by people which means that a company can't operate or improve without people.

The importance of employee turnover to researchers is also emphasized in a study by Hom, Lee, Shaw & Hausknecht (2017) which reviews studies from the last one hundred years that focus on the subject. Singh and Phoolka (2023) further confirmed this importance for human resource departments in companies as employee motivation, retention, and job engagement have significant impact on production and profits. Therefore, company leaders need to ensure employee retention is a major consideration to prevent negative impacts to the company.

This chapter reviews the literature in relation to employee turnover and retention. Firstly, literature on employee turnover and models, studies, and theories on employee retention is reviewed with key definitions. Next, the relevant retention factors are reviewed before important retention strategies are identified and discussed.

2.2 Employee turnover

George (2012) defined employee turnover as the complete termination of an employee from an employing company. Further to this, Batt and S. Colvin (2011) elaborated that employees can be terminated by companies voluntarily or involuntarily, and for different reasons. Xu, Jie, Wu, Shi, Badulescu, Akbar & Badulescu (2022) determined that voluntary employee turnover relates to employees leaving or quitting a company's employment because of personal reasons. Saleh, Sarwar, Islam, Mohiuddin & Su (2022) further stated that voluntary employee turnover relates to employees choosing to leave current employment due to workplace dissatisfaction.

Mokoena, Schultz & Paul Dachapalli (2022) defined involuntary employee turnover as an employer terminating an employee's contract. Furthermore, Batt and S. Colvin (2011) elaborated that involuntary employee turnover could relate from employee poor performance or behaviour as well as mass layoffs from downsizing or organisational restructuring.

In relation to employee turnover, Herman (2022) explained how a Great Resignation labour phenomenon has occurred in the United States of America (USA) from January 2021 where millions of employees have resigned from jobs. Langdon and Bosacki (2022) confirmed this by stating how a record number of employees resigned in April 2021 and another wave of employees resigned in July 2021. Employees have reviewed their professions post the COVID-19 pandemic and decided to pursue other opportunities in different environments. While many people's jobs were involuntarily terminated during COVID-19 while companies reduced costs, in these instances, employees voluntarily decided to leave jobs for other pursuits.

However, Hobijn (2022) counteracted by stating that the current wave of resignations is not unusual as there are many occurrences where major world events in the past have caused many people to resign. Companies are always experiencing employee turnover as throughout history, individuals receive a job, reach their peak, become unsatisfied and look for a different job. Due to the importance of employees, understanding employee turnover has become an important task for companies.

2.3 Research on employee turnover

Hom et al. (2017) confirmed how employee turnover has been an important consideration to companies and research bodies as research dates as far back as 1917 with many important studies from this period and continuously being updated.

2.3.1 Employees' potential for quitting

Some of the major research include the Fisher (1917) speculation on how companies can reduce turnover, to the first study on why clerical workers quit by Bills (1925). The Fisher (1917) research placed emphasis on how companies can't measure the costs of recruiting and onboarding new employees because of employees leaving and emphasised the need for companies to measure these costs to be able to develop cost reduction strategies. Nowadays, companies have accounting systems to calculate the cost of employees leaving until new employees are competent and there are employees responsible for enabling cost reduction strategies in this process.

Bills (1925) published a study which concluded that clerical workers were more likely to quit if their fathers were professionals or owned small businesses than workers that had fathers that were unskilled or semiskilled. This was the first study which introduced predictive research design to predict employee turnover (Hom et al., 2017). Nowadays, companies can set up machine learning systems and import data from spreadsheets which can predict employee turnover across multiple different variables.

2.3.2 Employee attitudes to turnover

Later research includes the Brayfield and Crockett (1955) study comparing employee attitudes to turnover and job satisfaction which led to decades of studies on attitudinal responses to workplace conditions. Kanchana and Jayathilaka (2023) defined job satisfaction as the employee's positive feelings, attitudes, and emotions towards a job and workplace. Sanwal and Sareen (2023) further explained that job satisfaction is the result of employees being engaged in their work and willing to improve job performance. Alternatively, Krishna, Tyagi & Jakhar (2022) defined job dissatisfaction as the employee being unhappy in the job and either performing poorly or wanting to quit. Saleh et al. (2022) defined job dissatisfaction as the employee being unhappy with their existing position due to work intensity and emotional exhaustion.

Brayfield and Crockett (1955) concluded that job satisfaction does not mean that employees are strongly motivated to achieve outstanding performance and that the goals employees strive towards play one part in employee productivity. These conclusions make sense as employees could be content in a job without job dissatisfaction and have no desire to improve performance. Weitz and Nuckols (1955) provided a stronger scientific study than Brayfield and Crockett (1955) by using predictive design and statistical tests which identified certain attitudes that led to employees focusing on job survival and not productivity. If employees are focusing on job survival, turnover will reduce but productivity will not change. Therefore, turnover might be preferred for companies to recruit employees that can improve current performance.

Hulin (1966) extended these tests with features as part of a method to determine if there was a link between job satisfaction and performance. The tests were conducted with a research design that included psychometric satisfaction metrics while focusing on voluntary resignations only and individual-level relationships between job satisfaction and turnover (Hom et al., 2017).

Understanding turnover at an individual level ensures personal issues are identified and can be addressed while aggregating the results helps determine if there is a trend or major issue in the company that leaders can resolve.

2.3.3 Reasons for resigning

Mobley, Griffeth, Hand & Meglino (1979) then provided a research model which formed the basis for studies identifying causes of people resigning and is expanded on by researchers today. Mobley et al. (1979) measured subjective expected utility by studying an employee's present job and alternatives to determine levels of job satisfaction and predict employee turnover. Attributing job satisfaction to causes helps companies place focus on these causes to have a direct impact on job satisfaction.

Expectancy theory also needs to be included in this thinking as job dissatisfaction may not lead to employee turnover as employees could remain in bad jobs if there is an expectation of an eventual positive outcome while satisfied employees might leave jobs to obtain a better outcome from another company (Hom et al., 2017). This theory proves that understanding employee turnover is more complicated than identifying problems within the company.

Dalton, Krackhardt & Porter (1981) changed thinking about employee turnover for companies to focus on who quits, rather than turnover rates, as strong talent impacts the company more than poor performing employees. Understanding which employees are key talent helps leaders place focus on implementing strategies for these employees and reduce the impact of employee turnover to the company.

The study by Shaw, Delery, Jenkins & Gupta (1998) showed how thinking shifted towards understanding how bad company practices can result in collective resignations and the resultant impact on organisational performance. By the time several employees within the same team, department, or functional area start to resign, it will be too late, and the company will be dealing with a major issue. This thinking forces the company to perform internal reviews to ensure nothing is occurring which could lead to significant employee turnover.

Studies like the one conducted by Hom, Tsui, Wu, Lee, Zhang, Fu & Li (2009) then showed how research shifted towards understanding how good company practices can reduce employee turnover. This shift in thinking changes the company's focus from turnover to retention so that the company can focus on keeping employees rather than focusing only on why employees are leaving. The basis of the century of research regarding employee turnover is for researchers to attempt to provide insights to companies to improve employee retention (Hom et al., 2017).

2.3.4 Employee retention

The movement of research towards understanding employee turnover to find ways to improve employee retention is confirmed by Frank et al. (2004) as one of the greatest challenges facing companies and failure can create organisational crisis. Baruah M (2013) defined employee retention as a company's ability to encourage employees to continue to remain employed. Furthermore, Marimuthu and Ab. Wahab (2022) stated that employee retention is impacted by the company's ability to provide employee's needs and influence job satisfaction. In the job withdrawal theory by Farrell and Petersen (1984) voluntary employee turnover begins with employees becoming dissatisfied, changing behaviour, psychologically leaving the job, and, finally, physically leaving the job. Employees first try to change the situation that is causing dissatisfaction and then become less productive if the situation can't be improved.

Armstrong (2016) confirmed that the reasons for employees becoming dissatisfied and voluntarily leaving a company include salary, career prospects, job security, better working conditions, and relationships with team and management. Xu et al. (2022) further reiterated that each company can prevent these reasons from occurring by placing the correct focus. It becomes imperative that companies identify the internal reasons for dissatisfaction and voluntary employee turnover to make changes to prevent this from occurring. This research has led to several theories on how companies should treat employees for different outcomes.

2.4 Theoretical framework

A theoretical framework consists of the theories that form the researchers understanding of a topic as well as the relevant concepts to be considered during research (Grant and Osanloo, 2015). Furthermore, Creswell and Creswell (2018) confirmed that a theoretical framework involves using a set of previously identified assumptions to guide the research process. These employee retention theories and models should be understood by every organisation.

2.4.1 The Sears Roebuck model

The Sears Roebuck model by Rucci, Kim & Quinn (1998) emphasised the need for companies to identify reasons for dissatisfaction and voluntary turnover and change the company to become a compelling place to work. Creating a compelling place to work was confirmed by Ennew (2015) to improve employee productivity and increase customer satisfaction and company profits. Companies should, therefore, identify and provide employee motivations to ensure employees remain within the organisation are the most productive.

2.4.2 The Hawthorne studies.

Studies to understand employee motivations and productivity began in 1927 by Elton Mayo in what is known as the Hawthorne studies and involved researchers attempting to determine how physical and environmental factors in the workplace influenced employee motivation (Gale, 2004). Önday (2016) further explained that the Hawthorne studies proved that employee motivation is not based purely on economic incentives but rather on working conditions, employee attitudes and teamwork, and communication. By understanding these motivations, companies will be better able to provide them to improve employee satisfaction.

2.4.3 Maslow's hierarchy of needs

Maslow provided a theoretical model in 1943 that shows how individuals have different motivations across a hierarchy that are physiological, safety, belongingness, esteem, and self-actualisation (Daft and Lane, 2018). Sadri and Bowen (2011) further reiterated that companies should understand which level each employee or job would fall on the hierarchy to develop different programs for the different groups of employees. Tailoring different programs will ensure each employee receives different requirements to achieve the different motivations and progress on the hierarchy of needs.

2.4.4 The two-factor theory

Frederick Herzberg went further to create the two-factor theory that separates employees' motivations into motivators which satisfy employees and hygiene factors which are dissatisfiers (Daft and Lane, 2018). Thant and Chang (2021) list hygiene factors as interpersonal relationships, working conditions, company policies, salary, and job security. This aligns with Maslow's hierarchy needs of 'physiological', 'safety' and 'belongingness' and are basic requirements for companies to provide.

Motivators involve the work itself, recognition, achievement, responsibility, and advancement and play a more crucial role in job satisfaction and motivation (Thant and Chang, 2021). This aligns with Maslow's hierarchy needs of 'esteem' and 'self-actualisation'. Providing motivators for employees would be the difference between employees performing at the bare minimum standards and employees putting in more effort to provide better than expected results. Motivators would also prevent employees from psychologically leaving the company as per the job withdrawal theory.

2.4.5 The McGregor X-Y theory

The McGregor X-Y theory from 1957 reviewed management's influence on employee motivation and identified managers as either autocratic or democratic (Olley, 2021). Armstrong (2016) further stated that the theory emphasised the need for management to determine the needs of the company and the needs of the employee and reconcile these to ensure employees achieve individual needs whilst achieving company needs. The theory makes sense as employees will not place the company's needs over individual needs for a long period and forcing employees to do so will result in voluntary employee turnover.

Theory X managers are known to be autocratic and believe that employees avoid work and responsibility and need to be directed towards goals (Daft and Lane, 2018). Önday (2016) confirmed that this thinking makes managers develop rigid structures of evaluation, pay, and control. These rigid structures provide the physiological and safety needs of Maslow's hierarchy but stiffen the ability for employees to be independent and provide better results.

Theory Y managers are known to be democratic and believe that employees want to try at work by using imagination to solve company problems and accept responsibility in the achievement of outcomes (Daft and Lane, 2018). Önday (2016) agreed that employees achieve higher levels of productivity when being treated as responsible contributors of company objectives. The purpose of management is to create a balance of work structure and freedom of decision making so that employees achieve the correct goals in better ways.

2.4.6 The Carrot and Stick theory

The carrot and stick theory is another major theory in employee retention which involves getting employees to do something through either a prod or threat or through a reward or incentive (TheOpenUniversityofHongKong, 2016). The way orders are given through the stick approach can have a significant effect on employees' performance as employees can become fearful of losing jobs or being shouted at (Önday, 2016). The work might be provided but the quality could be low as employee's mindsets may not be fully on the task at hand.

Rewards and recognition are better ways to motivate employees as employees will work harder to achieve what is required (Armstrong, 2016). Welch and Brantmeier (2021) confirm that rewards help drive the achievement of individual needs which further drive the achievement of company needs. However, rewards need to be created in a way that is achievable and benefits the company or employees can become demotivated or take advantage of special provisions at the expense of the company.

2.5 Retention factors

By reviewing these models and theories on employee turnover and retention, companies can better understand employee retention factors and better implement employee retention strategies. Thant and Chang (2021) confirmed the importance for each company to identify the retention factors influencing employees and implement strategies to provide these factors. Armstrong (2016) defined retention factors to be reasons for employees to remain with the organisation and listed factors to include organisational culture, transformational leadership, work benefits, and work-life balance. These are not the only factors that influence employee retention but should be universal across every company.

2.5.1 Organisational culture

Schein (1985) shaped the thinking on organisational culture by separating the concept into different layers of the company's values as well as the beliefs, behaviours, and assumptions of the employees. Organisational culture is known as the assumptions and behaviours that are performed by employees in a company (Johnson, Whittington, Scholes, Angwin & Regner, 2017). Organisational culture was further defined by Barringer and Ireland (2019) as the nuances in employees decisions which impact the design and implementation of required practices. Company values are created by upper management and explicitly stated while beliefs and assumptions are internal to each employee and drive different behaviours and results (Johnson et al., 2017). These layers prove that companies will have different cultures as different people respond differently to events and drive different outcomes.

Organisational culture plays a major part in the way companies operate as it determines how employees proceed with the required tasks (Johnson et al., 2017). Sanchez, Lash & Usinger (2022) confirmed that the implementation of organisational culture is based on the approach of upper management and the distribution of this thinking and behaviour to all employees. Therefore, organisational culture is something that can be changed and is influenced by all employees and the previous behaviour in the company.

For companies to improve employee retention, Xu, Zheng, Lie, Zhang & Zhang (2023) verified that company leaders need to start with organisational culture, a common vision, and an effective human resource management department. Sanchez et al. (2022) stated that companies should be creating a collaborative culture where all employees share collective responsibility for improvement and reflection to challenge existing thinking.

Creating collaboration between all employees will ensure that employees perform to the benefit of the company and not individual needs. Employees will also challenge each other to ensure that old cultures are not influencing current thinking which will ensure new cultures are being followed.

Furthermore, Saeed and You (2021) confirmed that employees tend to remain employed when they are part of a strong network and are linked to the people and challenges within their jobs. Welch and Brantmeier (2021) agree by concluding that the biggest motivators at work include supportive supervisors, good relationships with co-workers, and a good work-life balance. Raziq et al. (2021) also highlighted in a study that supervisor behaviour can impact employee retention. The studies show that when an employee feels like a key stakeholder and is part of a culture that creates a greater community with purpose, retention increases.

2.5.2 Transformational leadership

By making employees the key stakeholders of the company, Buckingham and Messymod (2022) confirmed that employers can understand individual motivators and take advantage of each employee's unique skills and passions. Transformational leadership has been identified as a key driver of this individualised experience for each employee (Saeed and You, 2021). Daft and Lane (2018) defined transformational leadership as the leader's ability to enable major change in people and the company. Krishna et al. (2022) defined transformational leadership as the process of the leader fully engaging followers and aligning personal motivations with the company's motivations. Transformational leaders can change a company's strategies to an individualised approach per employee and change employees to understand their purpose, improving employee retention.

Transformational leaders differ from autocratic leaders that centralize decision making and authority and derive power from position, control of rewards, and coercion (Daft and Lane, 2018). Ensuring the company is led by transformational leaders is the difference between having X or Y leaders based on the McGregor X-Y theory and employees will respond differently depending on how many transformational leaders a company employs. As per the theory, transformational or Y leaders will ensure the company is providing employees with the desired autonomy and responsibility to ensure employee retention.

Krishna and Garg (2022) confirmed that companies need to entrench employee retention into the vision, mission, values, and policies. These are the fundamental principles of a company that form its purpose. Transformational leaders would influence the other leaders to adjust these principles to become employee retention centric (Krishna and Garg, 2022). Furthermore, Philip and Gavrilova Aguilar (2022) stated how transformational leaders would constantly communicate these principles and reform employee behaviours to align with each principle. This would ensure the correct strategies are implemented to improve employee retention.

2.5.3 Work benefits

There are universal motivators which Noranee et al. (2021) identified as monetary compensation and additional benefits such as leave and car allowances that motivate employees to remain employed. Work benefits can be known as financial rewards such as the amount of money employees are paid each period as a salary or wage or in bonuses based on specific incentives (Welch and Brantmeier, 2021). Work benefits are also non-financial benefits provided to employees and include healthcare, leave, and work-life balance (TheOpenUniversityofHongKong, 2016).

Welch and Brantmeier (2021) agreed that pay and financial incentives can act as strong motivators. These motivators differ per individual and help fulfil the physiological and safety needs of Maslow's hierarchy (Sadri and Bowen, 2011). These are basic motivators for employee retention as other companies could provide these and more.

The other work benefits that go beyond the universal motivators include training and development, mentorship, housing allowances, credit cards, and many others (Armstrong, 2016). However, certain of these motivators applicable to some employees for retention may not apply to other employees or companies. Noranee et al. (2021) found in a study that training, supervisor support, and supervisor feedback did not contribute to employee retention. Understanding which work benefits motivate which employees is the difference between successful and unsuccessful employee retention strategies.

2.5.4 Work-life balance

Marimuthu and Ab. Wahab (2022) determined that stress in the workplace and a lack of work-life balance can significantly influence an employee to leave the current job and company. Xu et al. (2022) further expanded that providing a work-life balance creates a suitable working environment that enhances job satisfaction and mental well-being.

Stankiewicz (2015) defined work-life balance as providing employees with flexibility to balance different tasks. Welch and Brantmeier (2021) further define work-life balance as allowing employees to have flexible work schedules and work at different times to accommodate personal requirements. Therefore, providing employees with a work-life balance can play a significant role in keeping employees productive and retained within the company.

Furthermore, COVID-19 made people change priorities to take care of family and spend more time pursuing enjoyable activities which means employees are demanding more flexibility and a greater work-life balance than before (Herman, 2022). As a result, companies are forced to provide a work-life balance or will lose employees to other companies that can (Buckingham and Messymod, 2022). The enablement of technology allows employees to work in other locations than the company's office and companies need to keep up with these demands to attract and retain the best talent.

2.6 Retention strategies

Armstrong (2016) confirmed that retention strategies are actions and practices that a company implements to address employee retention issues and improve employee engagement. Hai-Dong, Ya-Juan & Lu (2022) defined employee engagement as the employee's psychological identification with the required work and performance is a result of how closely the work aligns with the employee's personal values. Canavesi and Minelli (2022) further explained that employee engagement refers to the positive attitudes displayed by employees that includes passion for work and commitment to the company's success.

Frank et al. (2004) listed several employee retention strategies as soliciting input from employees, career management, creating an innovative induction process, mentoring programs, technology adoption, and job rotation, among many other strategies. Verified by Noranee et al. (2021), these are strategies generally implemented at many companies and may or may not be applicable to each. While a company may not be able to implement every retention strategy, each company should implement the strategies that are relevant and necessary.

Krishna and Garg (2022) identified employee retention strategies that can be altered to each company's requirement and include applying different levels of communication, driving demographic diversity, and engagement. Raziq et al. (2021) agreed by confirming that communication has a significant impact on the relationship between employers and employees. The strategies implemented by companies to drive communication, engagement, and diversity could have a significant impact on influencing employee retention.

Buckingham and Messymod (2022) elaborated on how companies are trying many strategies to retain employees but are falling short due to not addressing the real problem of jobs being meaningless and stressful. Without understanding each employee's motivators, retention strategies may fail and waste money and effort. Therefore, companies need to understand each employee's motivators to implement strategies that will successfully retain employees.

2.6.1 Employee input

Kao, Hsu, Thomas, Cheng, Lin & Li (2022) stated that employees provide input to company leaders through expressing suggestions, concerns, or thoughts. Sanwal and Sareen (2023) defined employee inputs as the ongoing dialogue between the employer and the employee with the employee providing information to the employer. Hai-Dong et al. (2022) confirmed that a company's employees are a core asset and improving the active participation of each employee is a critical requirement to address challenges and attain competitive advantage. Obtaining relevant inputs from employees can benefit the company in many ways from improving employee retention strategies to improving sales decisions and cost allocations. The company's leaders' ability to ensure employees are communicating relevant inputs and then act on these inputs plays a significant role in keeping employees engaged and retained (Santoso, Sulistyningtyas & Pratima, 2023).

Furthermore, Sanwal and Sareen (2023) agreed by stating that talented employees can help the company become a partner of choice for customers and suppliers when input is valued, and employees are engaged. Thus, companies should be improving the input provided by employees as this will keep employees engaged which will lead to employee retention and better company performance.

2.6.2 Career management

Career management is the process of providing opportunities for employees to progress within the organisational structure (TheOpenUniversityofHongKong, 2016). Career management entails providing a plan and process for employees to grow and change roles within the company and can include training and performance appraisals (Armstrong, 2016). Training is used to ensure an employee is competent in the currently employed job but also to grow and develop new skills (TheOpenUniversityofHongKong, 2016). Performance appraisals are used to determine an employee's performance for the period and identify training needs while providing guidance for improvement (Armstrong, 2016).

Career management involves ensuring employees are improving in competence and the company has the required talent (Armstrong, 2016). Welch and Brantmeier (2021) verified that a company providing opportunities for career growth and professional development can have a significant impact on employee retention. Employees will invest time and effort in a company that provides investment in the employee's growth and potential. Alternatively, employees will voluntarily resign and join another company that can provide career management.

Armstrong (2016) confirmed that career management involves providing learning and development interventions and career planning. Employees can improve internal weaknesses and progress into higher levels of the organisational hierarchy with the correct training and progression plan (Desta, Tadesse & Mulusew, 2022). Therefore, ensuring career management is in place will improve employee retention as employees remain when personally improving and the company benefits with better talent and back up plans for when other employees voluntarily resign.

2.6.3 Induction process

Johnson et al. (2017) defined the induction process as the integration of new employees within the company and job for entrenchment into the company's social structure. The induction process is an important influencer of employee retention as it improves the company's familiarity for new employees and provides new employees with the basis to start operating as an employee (Armstrong, 2016). The induction process is also one of the first interactions the company has with employees and part of the start of the employee engagement process (Santoso et al., 2023). Implementing the correct induction process can provide the tools for new employees to succeed in appointed roles and failure can show the new employee lack of company care, therefore reducing employee engagement and leading to voluntary turnover.

2.6.4 Mentoring programs

Mentoring programs are defined by Armstrong (2016) as the process of using selected individuals in the company to provide advice, guidance, and support to new employees for learning and development. Al-Emadi, Schwabenland & Qi (2015) confirmed that for companies to effectively manage employee retention, a comprehensive mentoring program that includes knowledge transfer between employees needs to be developed. Having an experienced employee mentor new or struggling employees will ensure the transfer of knowledge across employees and the guidance for employees to succeed in the required roles (Armstrong, 2016).

Mentoring is a great way to help employees improve themselves by learning from successful employees while building a social network, thus improving employee competence, engagement, and retention.

2.6.5 Technology adoption

With constant changes and uncertainty in today's business environment, companies are required to improve the tools and methods used by employees to perform required responsibilities (Joel, Moses, Igbinoba, Olokundun, Salau, Ojebola & Adebayo, 2023). Attia (2022) defined technology adoption as the process of using e-business to integrate internet-based systems with company activities. The adoption of technology can significantly influence employee retention as it uses technology and data to automate manual processes and make the work requirements of employees easier (Johnson et al., 2017). Employees will leave companies when jobs are boring, and activities are repetitive, and companies can use technology to change these jobs for employees.

The use of technology creates new ways of working which can improve employee's productivity and enable employees to perform more value-adding activities (Sattar, 2020). Technology also requires employee input as manual processes are replaced with better processes and the use of employee input can improve the result of the new process and the adoption of the technology (Santoso et al., 2023). Thus, the effective implementation of technology adoption ensures employee engagement and retention, and the company benefits through more productive employees.

2.6.6 Job rotation

Armstrong (2016) defined job rotation as the process of moving employees from one task to another to increase variety and remove monotony for the employee. Job rotation enables an employee to add variety to the workload which improves the employee's perspective of the job and can lead to better decision making and ownership of responsibilities (Heizer, Render & Munson, 2017). This variety is the result of employees being responsible for the activities of one job and moving to another job with other responsibilities (Armstrong, 2016). Providing employees with job rotation will prevent employee boredom with the current workload and be excited about a new challenge, thus improving engagement and retention while the employee uses experience from the previous job to make better decisions in the new job.

2.6.7 Flexible remuneration practices

Armstrong (2016) defined flexible remuneration practices as the ability for companies to adjust the total value of cash payments and benefits paid to each employee. Barczak, Dembińska, Rostkowski, Szopik-Depczyńska & Rozmus (2021) identified that remuneration enables the company's leaders to attract and retain employees to achieve the best work results. Furthermore, Armstrong (2016) reiterated that employees should be paid an amount that aligns with the effort and value provided by the employee to the company. Providing significant remuneration to employees would ensure the best employees are recruited and the best results of the company achieved.

However, significant remuneration can be costly for the company and could be wasted if employees do not provide the required results (Barczak et al., 2021). Companies should adjust the remuneration provided to each employee and not provide a standardised amount (Magnan and Martin, 2019). Providing flexible remuneration amounts would ensure the best employees are retained while each employee is remunerated based on individual performance.

2.7 Conclusion

This chapter reviewed the literature in relation to employee turnover and retention. Firstly, literature on employee turnover and models, studies, and theories on employee retention were reviewed with key definitions. Next, the relevant retention factors were reviewed before important retention strategies were identified and discussed. The various studies from the previous one hundred years on employee turnover were reviewed. The thinking began with trying to measure the costs of employees leaving and being on boarded before leading to the reasons for employees leaving companies and moving towards which company practices can prevent employee turnover.

The employee retention models, studies, and theories that were reviewed include the Sears Roebuck model, the Hawthorne studies, Maslow's hierarchy of needs, the two-factor theory, the McGregor X-Y theory, and the Carrot and Stick theory. These models, studies, and theories provide practical examples for companies to identify what motivates employees and how to alter practices based on different motivation needs.

The retention factors that were reviewed include organizational culture, transformational leadership, work benefits, and work-life balance while the retention strategies that were discussed include getting employee input, career management, induction process, mentoring programs, technology adoption, and job rotation.

While a company may not be able to focus on every retention factor and implement every retention strategy, each company should focus on the retention factors and implement the strategies that are relevant and necessary.

Chapter 3: Research methodology

3.1 Introduction

Research methodology refers to setting boundaries for a study by defining how the study population will be sampled and how data will be collected among the different options available for collecting data (Creswell and Creswell, 2018). This ensures that research is conducted in a systematic, objective, and logical manner so that the results are relevant to the required aims and objectives of the study.

This following chapter discusses the techniques and procedures that were used to investigate the aims and objectives of the study. The chapter begins with the research design before moving onto the sampling, sampling design, data collection, data analysis, reliability and validity, and ending with ethical considerations.

3.2 Research design

The different research design approaches include qualitative which focuses on broad word responses, quantitative which consists of closed number responses, and the mixed-methods approach which is a combination of qualitative and quantitative (Creswell and Creswell, 2018).

3.2.1 Qualitative research

Qualitative research is used to extract broad data from fewer audience members based on extracting opinions, thoughts, or other subjective views using methods such as interviews, observations, open-ended questionnaires, or case studies (Creswell and Creswell, 2018). Qualitative research is generally used when researchers are unsure about certain factors in a study and want audience members to provide feedback that can be added to research.

3.2.2 Quantitative research

Quantitative research is used to extract specific responses from a larger set of research participants that provide short answers to questions (Creswell and Creswell, 2018). Quantitative research is generally used when researchers have a hypothesis or relationship between variables that needs to be proved and the researcher uses mathematical or statistical methods to determine results.

3.2.3 The mixed method approach

The mixed method approach is a combination of both the qualitative and quantitative research methods as the researcher uses both methods to conduct research (Creswell and Creswell, 2018). This approach is used when either the qualitative or quantitative methods are not sufficient alone and a different approach is required. Closed-ended questions are used to prove a hypothesis while open-ended questions are used to identify any other information.

3.2.4 Selected research design

The aim of the study is to review the factors influencing employee retention at Vector Logistics in South Africa and the success of employee retention strategies. This study will use the quantitative approach as Doyle, Brady & Byrne (2016) confirmed this used to quantify a hypothesis or relationship into statistics that can be used for better decision making. The quantitative research approach was used to determine, based on pre-selected retention factors and strategies, which have been used and successful at Vector Logistics. Participants also rated each factor and strategy to determine the most impactful.

3.3 Sampling

This section confirms which population and sample was selected for the study.

3.3.1 Population

The population is known as the full group of people, events, or things that are of interest to the researcher (Creswell and Creswell, 2018). When a researcher embarks on research, the researcher needs to select what is required to be studied and identify a group of people, events, or things to study. This group is selected as each member has similar characteristics and the information that can be provided from each member will be relevant to the study.

The focus of the study is Vector Logistics in South Africa and, therefore, the population of the study was all employees at Vector Logistics which would be responsible for other employees as part of the organisational hierarchy and would be part of other employees' chain of command. This population consisted of seven hundred and five employees at Vector Logistics. Each employee would have been impacted by employee turnover and would have attempted employee retention factors or strategies to retain employees.

3.3.2 Sample

The sample is a subset of the population and is based on the researcher selecting certain members of the population instead of conducting research on the entire population (Shukla, 2020). Conducting research on an entire population can be costly and time consuming when selecting a smaller group of members would provide similar results and allow the researcher to generalise the results. To determine which sample to select, the researcher needs to determine the sampling design.

3.4 Sampling design

According to Creswell and Creswell (2018), there are two types of sampling design, such as probability and non-probability sampling.

3.4.1 Probability sampling

Probability sampling involves selecting a sample in which the people, events, or things have a known chance or probability of being selected for the study (Creswell and Creswell, 2018). This sampling design is used when it doesn't matter which subjects are selected as the results from any subjects would be generalisable to the population. The different probability sampling design methods include random, systematic, stratified, cluster, area, and double sampling (Creswell and Creswell, 2018).

3.4.2 Non-probability sampling

Non-probability sampling involves selecting a sample where the people, events, or things do not have a known chance or probability of being selected for the study and are selected based on the discretion of the researcher (Creswell and Creswell, 2018). The researcher has identified specific people, events, or things that are more relevant than others and has selected these for the study. The different non-probability sampling methods include convenience, judgement, quote, snowball, and purposive sampling (Creswell and Creswell, 2018).

3.4.3 Selected sampling design

Purposive sampling entails the researcher selecting the members of the sample based on specific characteristics that are important to the study (Ames, Glenton & Lewin, 2019). The researcher identifies specific members of the population that are more important than others and these members would provide more valid information than if the rest of the population was selected.

The sampling approach selected for the study was purposive sampling and the sample was the Human Resources team of twenty-eight employees that would understand the factors influencing employee retention at Vector Logistics. These employees are responsible for identifying the factors influencing employee retention at Vector Logistics as well as to find ways to retain employees. Furthermore, any manager or executive trying to implement employee retention strategies would need to involve the HR team and these employees would know which strategies were implemented and which were successful or unsuccessful.

3.5 Data collection

To conduct the study and fulfil the required aims and objectives, data needs to be collected. This section is concerned with the data collection method selected for the study.

3.5.1 Questionnaires

Lu, Cui, Huang, Zhao, Li & Wang (2021) confirmed that questionnaires contain questions which either require word answers from participants or provide measurement scales for participants to select and this method provides quick and direct information from a large group of people. Researchers provide questionnaires to participants in a study with the objective of getting feedback from the participants that can be used to provide answers for the study. There are two types of questionnaires which include close-ended questions or open-ended questions.

3.5.2 Close-ended questionnaires

Close-ended questions contain a closed set of predetermined alternatives that a participant would select when answering each question (Creswell and Creswell, 2018). These types of questions are generally used for quantitative studies as the researcher is trying to prove a hypothesis and is providing options to a participant against this hypothesis.

3.5.3 Open-ended questionnaires

Open-ended questions pose a question to a participant and provide the space for the participant to answer with feedback (Creswell and Creswell, 2018). Each question provides blank space for the participant to provide as much feedback as possible for the researcher to review. Open-ended questions allow for participants to provide feedback that hasn't been identified by the researcher and can add new knowledge to the study.

3.5.4 Selected data collection method

The data collection method selected for this study was a closed-ended questionnaire that was provided to research participants.

The questionnaire contained closed-ended questions which contained a range of options the participant selected based on relevance. The sample was emailed with the questionnaire as part of a link to Microsoft Forms to answer the questionnaire online. Participation was not mandatory. Each participant was required to sign a declaration form to the standards of UKZN.

The close-ended questions began by requesting the participant to select all retention factors that have resulted in employee turnover since July 2022 to the current date. The participant was then required to rank each retention factor from highest to lowest in terms of impact on employee turnover. The questionnaire then provided a list of employee retention strategies and the participant selected which ones have been used. The participant was then required to rank each retention strategy from highest to lowest in terms of most commonly used.

Participants were then provided Likert scales to rate the level of agreement across a scale of options. A Likert scale generally provides individual options from strongly disagree to strongly agree and the participant selects the option most agreed with per question (Creswell and Creswell, 2018). Questions were provided for participants to rate the success of each employee retention strategy across a Likert scale.

The participant was then requested to select which retention strategies have failed to ensure employee retention and then rank each strategy from most failed to least failed. The questionnaire was set up to provide the required information to answer each research question of the study. The factors and strategies provided were based on factors and strategies identified in studies of employee retention strategies.

3.6 Data analysis

Once the data has been gathered it will need to be analysed (Creswell and Creswell, 2018). The results were translated onto an excel spreadsheet from Microsoft Forms. The quantitative results were analysed using descriptive statistics which is defined by Yellapu (2018) as the summarisation of data in an organised manner based on the relationship between variables in a study.

Descriptive statistics were used by identifying the mode, mean, and percentage of responses among other statistical measures. The mean helped separate strategies between those used and those not used. The mode showed which strategy is the most used. Percentages helped show which strategies are the most effective and which are the least. These are examples of how descriptive statistics were used on the responses to answer the research questions.

3.7 Reliability and validity

Reliability is known as the degree to which a study can be repeated and obtain consistent or similar results while validity is a measure which shows how well a study measures the concept it is intended to measure (Creswell and Creswell, 2018). Without reliability and validity, a study cannot be deemed useful and would have been a waste of time and resources.

Reliability and validity was provided in the study using the questionnaire that could be administered to anyone to obtain the relevant results. Furthermore, the options available in the questionnaire are based on retention factors and strategies identified in previous literature. Therefore, the study attempted to identify if the same factors and strategies that influenced other companies are relevant at Vector Logistics.

To provide further reliability and validity to the relevant questions of the questionnaire, Cronbach's Alpha was applied. Cronbach's Alpha is one of the most common measures applied to a set of survey items and is used to determine whether responses consistently measure the same characteristic (Taber, 2018). Cronbach's Alpha was applied to the fifth question of the questionnaire as this question uses a Likert scale for respondents to select how successful each employee retention strategy has been from multiple options. Obtaining reliability and validity for this question ensures that the respondents are providing accurate responses regarding the success of each strategy.

3.8 Ethical considerations

Ethics is known as the principles of right and wrong that govern the conduct of an individual or group when conducting research and is used to ensure that the rights of the people in the study are not fringed upon (Creswell and Creswell, 2018). The study focused on Vector Logistics in South Africa. The University of KwaZulu-Natal's (UKZN) ethical clearance process was followed and once successful, the data collection process proceeded. Each participant's involvement was not compulsory, and each participant was required to sign a declaration form allowing for the use of their feedback.

3.9 Conclusion

The previous chapter discussed the techniques and procedures that were used to investigate the aims and objectives of the study. The research design was stated to be the quantitative approach to quantify a hypothesis or relationship into statistics that can be used for better decision making.

The population and sample size selected was also discussed based on using purposive sampling to determine the sample. The data collection method was confirmed to be the close-ended questionnaire and the results would be analysed through descriptive statistics. Reliability and validity were also confirmed as important aspects of the study while the ethical requirements of UKZN were confirmed to be followed.

Chapter 4: Results and discussion

4.1 Introduction

The aim of this research study was to review the factors influencing employee retention at Vector Logistics in South Africa and the success of employee retention strategies. By providing insights into factors influencing employee retention, the study will help companies implement better strategies to retain employees. To achieve the research aim, the research objectives will be explored in this chapter.

4.2 Demographics

The data was collected using a questionnaire that was submitted to employees in the HR department at Vector Logistics in South Africa. The questionnaire was submitted to twenty-eight participants and twenty-five responses were received. Two employees did not respond due to being on maternity leave while another employee did not respond due to leaving the company before the questionnaire was submitted. A response rate of 89.29% was achieved and presented in table 1 and figure 1 below.

Table 1: Response rate

	Planned response	Actual response
Questionnaire responses	28	25
Percentage	100.00%	89.29%

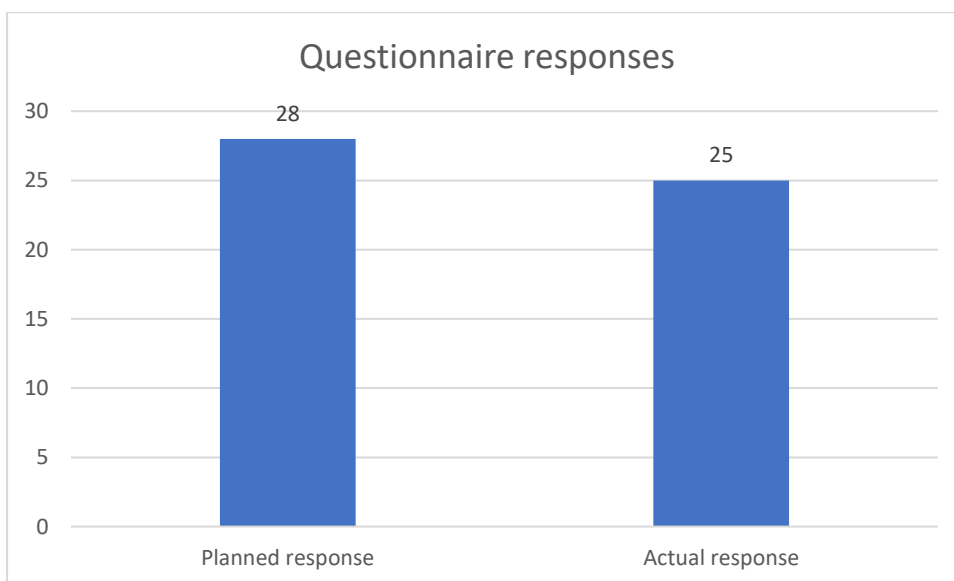


Figure 1: Response rate

The demographics of each respondent was collated and is summarised below.

Table 2 and Figure 2 present the analysis that of the 25 respondents, 5 respondents were male, and 20 respondents were female. This means that 80% of respondents were female while 20% were male.

Table 2: Gender of respondents

	Male	Female	Total
Gender	5	20	25

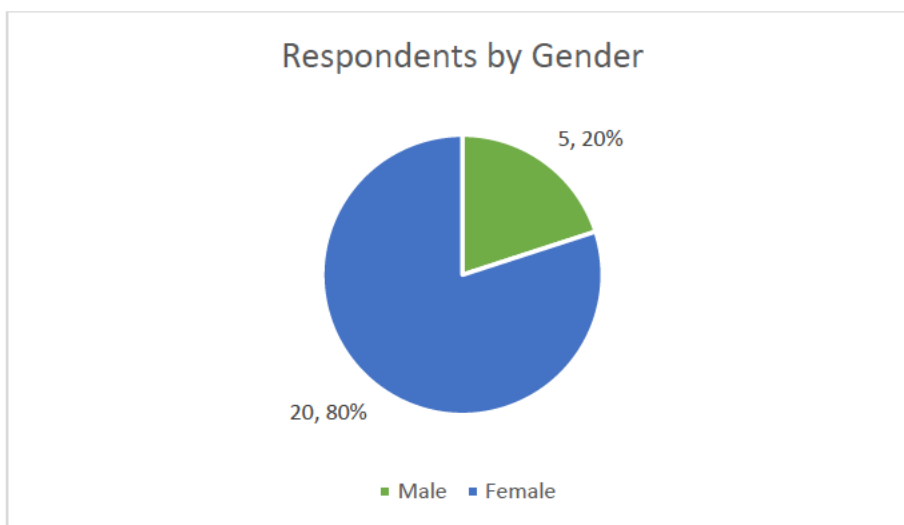


Figure 2: Gender of respondents

Table 3 and figure 3 present the analysis that of the 25 respondents, 18 were between the ages of 26 and 41 while 7 were between the ages of 42 and 57. This means that 72% were aged between 26 and 41 while 28% were between 42 and 57. Separating the respondents between these age groups shows that 72% of the respondents were millennials while 28% of respondents were part of the generation X age group.

Table 3: Age group of respondents

	26-41	42-57	Total
Age group	18	7	25

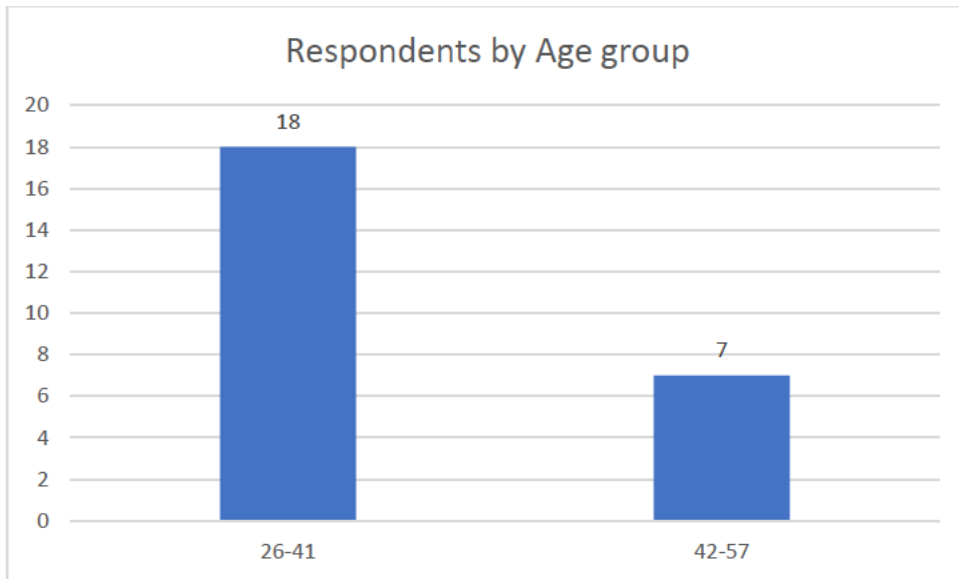


Figure 3: Age group of respondents

Table 4 and figure 4 provide the analysis that 14 of the respondents were African, 7 of the respondents were coloured, and 4 of the respondents were Indian. Making the respondents 56% African, 28% Coloured, and 16% Indian.

Table 4: Ethnicity of respondents

	African	Coloured	Indian	Total
Ethnicity	14	7	4	25

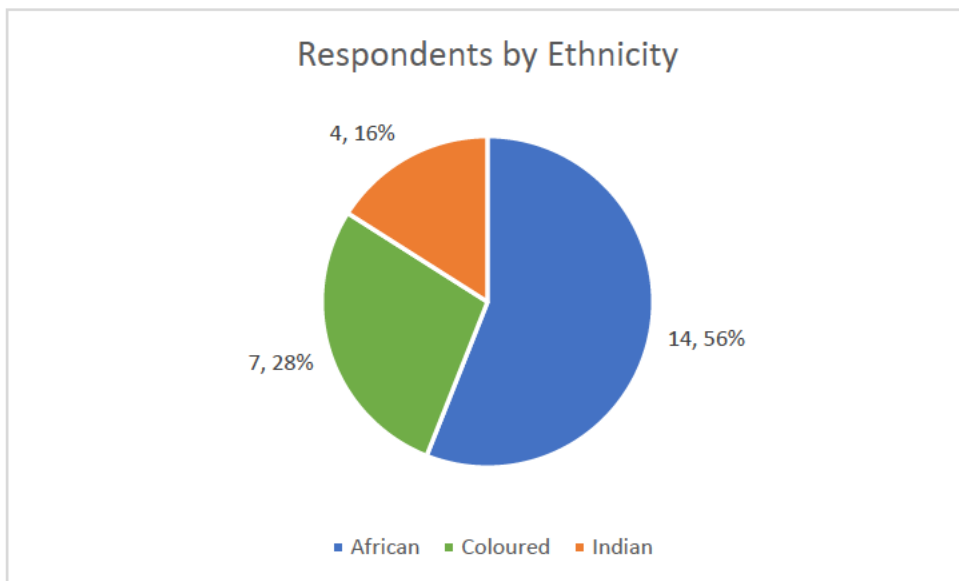


Figure 4: Ethnicity of respondents

Table 5 and figure 5 provide the analysis that 18 of the respondents were non-management while 6 were middle management and 1 was top management. Making the respondents 72% non-management, 24% middle management, and 4% top management.

Table 5: Job level of respondents

	Non-management	Middle management	Top management	Total
Current Job Level	18	6	1	25

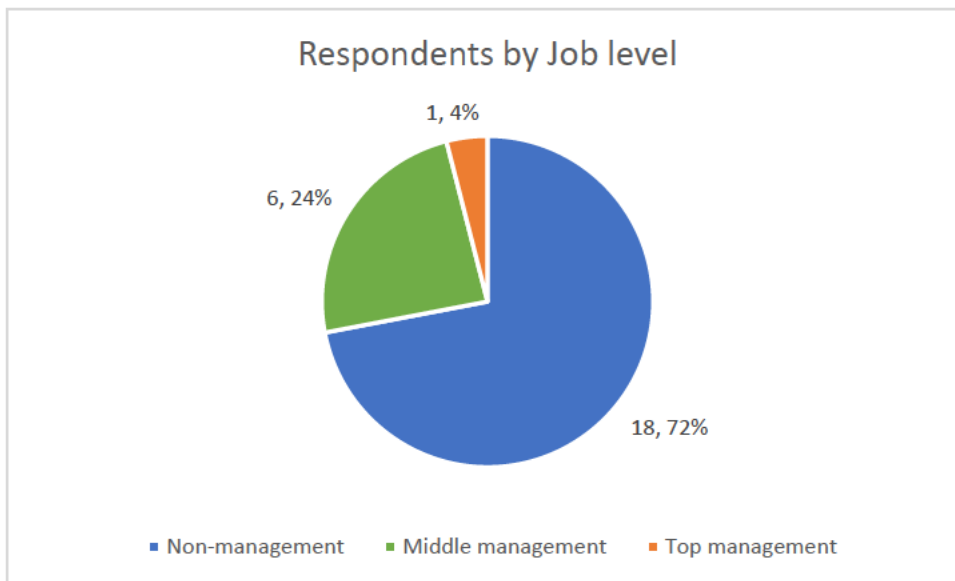


Figure 5: Job level of respondents

Table 6 and figure 6 provide the analysis that 12 of the respondents are responsible for the Gauteng and inland region, 8 respondents are responsible for the KwaZulu Natal region, and 5 respondents are responsible for the Western Cape and Eastern Cape region. Making the respondents 48% from the Gauteng region, 32% from the KwaZulu Natal region, and 20% from the Western Cape and Eastern Cape region.

Table 6: Regional responsibility of respondents

	Gauteng and Inland region	KwaZulu Natal	Western Cape and Eastern Cape	Total
Region	12	8	5	25

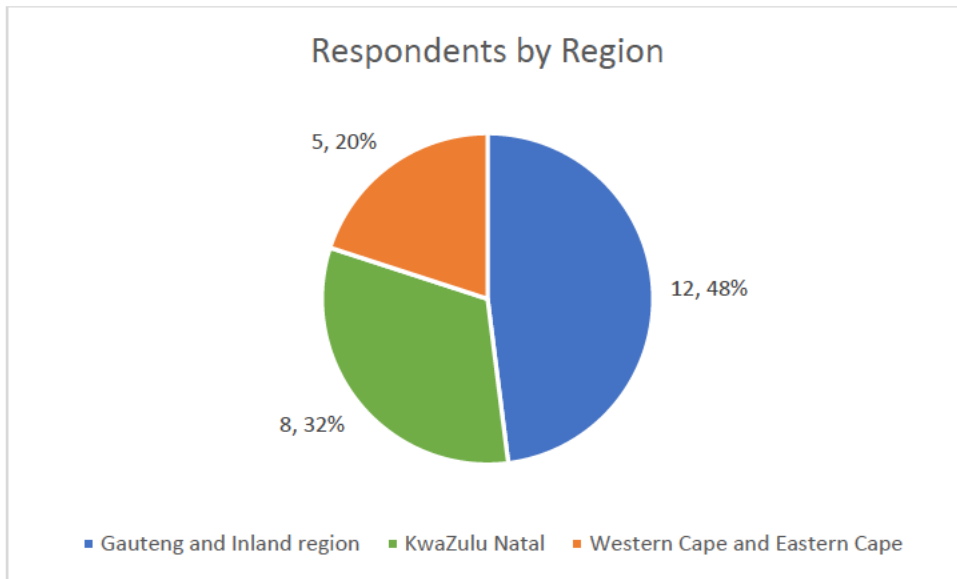


Figure 6: Regional responsibility of respondents

4.3 Presentation of results

4.3.1 Employee retention factors

The respondents were provided with a list of retention factors in question one and were required to select every factor which resulted in employee turnover from July 2022 to the current date. Respondents could select multiple factors which is why the number of responses is greater than 25. The respondents were then required to sort each factor from highest to lowest in question two to determine which factors had the most impact on employee turnover. These questions were setup to answer the first research objective as follows:

1. To identify the factors that influence employee retention at Vector Logistics.

Table 7 and figure 7 provide the list of factors that were provided to the respondents as well as how many times each factor was selected by a respondent.

Table 7: Retention factors selected

Retention factor	Times selected
Better career opportunity	21
Higher pay or other benefits requirements	20
Poor leadership of upper management	13
Poor work-life balance	10
Poor development opportunities	8
Poor organisational culture	7
Health/illness	5
Employee performance	3
Retrenchment due to company downsizing	2
Not willing to relocate	2

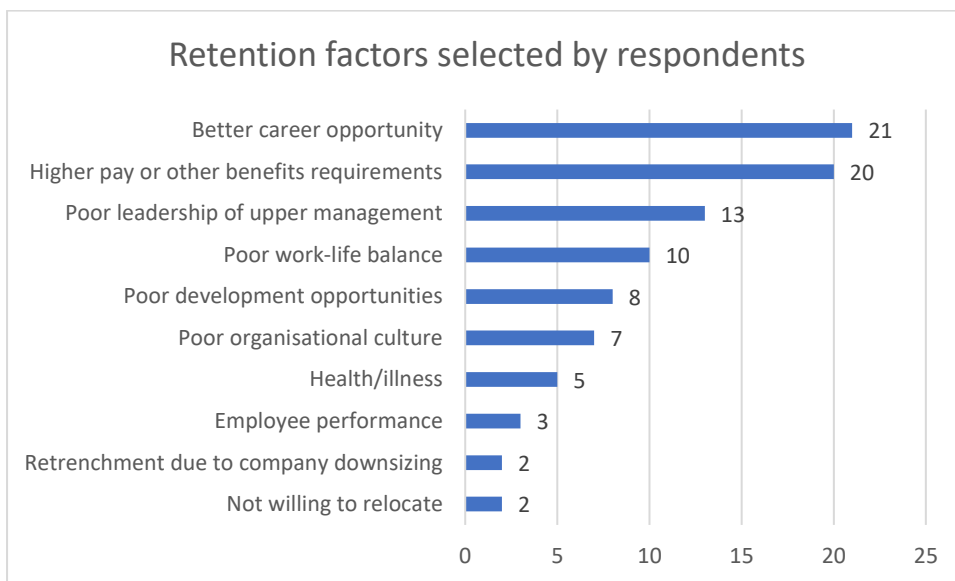


Figure 7: Retention factors selected

4.3.1.1 The top factors

The retention factor related to better career opportunity was selected by 21 respondents and is, therefore, the factor selected most by the respondents. This factor was selected by 84% of the respondents. The retention factor related to higher pay or other benefits requirements was the 2nd most selected factor by the respondents as 20 respondents selected the factor.

This factor was selected by 80% of the respondents. The selection of these factors confirms that these factors impact employees across every region and are important factors to address. The selection of better career opportunity by 84% of the respondents aligns with the theories of Maslow's hierarchy of needs, the two-factor theory, and the Carrot and Stick theory. Once employees have achieved the physiological, safety, and belongingness levels of Maslow's hierarchy of needs, the next steps would be to achieve esteem and self-actualisation which might become career progression (Sadri and Bowen, 2011). If Vector Logistics is not providing these opportunities, employees might pursue them outside of the company.

The same could be said for the two-factor theory as employees would pursue motivators once hygiene factors are achieved and this could mean career progression externally if internal opportunities aren't provided (Thant and Chang, 2021). Furthermore, employees might deem career progression as a carrot in relation to the Carrot and Stick theory as an incentive to work hard and perform better than expected (Welch and Brantmeier, 2021). If the carrot does not materialize, employees might look elsewhere for this benefit.

The selection of higher pay or other benefits requirements by 80% of the respondents also aligns with the theories of Maslow's hierarchy of needs, the two-factor theory, and the Carrot and Stick theory. Pay and other benefits align with Maslow's hierarchy of needs regarding physiological, safety, and belongingness needs (Daft and Lane, 2018). Employees need to be paid well enough to support themselves and want benefits that improve their lives. Failure to provide sufficient pay and benefits could see employees looking for these benefits elsewhere.

This factor also falls part of the hygiene factors from the two-factor theory. Without providing the hygiene factors of sufficient pay or benefits, employees won't be concerned about the company's motivators and would search for these elsewhere. Pay and other benefits are also significant carrots for employees and can be strong motivators for employees to find jobs at other companies if these carrots are not received (Welch and Brantmeier, 2021). Vector Logistics should review the pay and benefits structures before losing more employees.

4.3.1.2 The middle factors

The factors that range around the middle point of respondent selections include poor leadership of upper management, poor work-life balance, poor development opportunities, and poor organisational culture. Poor leadership of upper management, poor organisational culture, and poor work-life balance could be reviewed together as poor leadership could result in poor culture which could result in poor work-life balance.

Poor development opportunities could play a part in employees not getting better career opportunities within the company as employees may not be ready for promotions if they aren't developed properly.

Poor leadership of upper management was selected by 13 respondents which accounts for 52% of the sample. Poor work-life balance was selected by 10 respondents which accounts for 40% of the sample. Poor development opportunities was selected by 8 respondents which accounts for 32% of the sample. Poor organisational culture was selected by 7 respondents which accounts for 28% of the sample. These results suggest that these factors aren't affecting the entire company but perhaps certain departments in certain regions and further investigation would be required by the company to identify where the issues are.

Poor leadership, culture, and work-life balance are the results of the company's leadership not displaying transformational leadership and would be from managers being Theory X managers, according to the McGregor X-Y theory (Önday, 2016). Vector Logistics is a large company with many employees in management or executive levels. Additionally, the workload differs between departments as there is more direct pressure on the operational or IT teams, as opposed to the supply chain or HR teams. Therefore, certain managers might be Theory X managers due to the pressure and the need to ensure operations continue.

An organisational structure with many managers or executives also creates the potential for poor management styles from certain managers being brought into the business. Additionally, workload requirements in certain departments might mean employees have worse work-life balances than other employees and this can cause frustration. Vector Logistics should review the workload and management styles in each department and region to ensure the correct employees are appointed and have the support necessary for the development and a better work-life balance where relevant.

4.3.1.3 The bottom factors

The retention factors selected the least number of times by the respondents include health/illness, employee performance, retrenchment due to company downsizing, and not willing to relocate. The factors of health/illness and employee performance relate directly to employees being unable to perform the required duties of the job while the factor of not willing to relocate is a personal issue for employees which relates to the company's physical location and not many of the other company's efforts to retain employees. Retrenchment due to company downsizing is an external retention factor that the employee may not have a choice in.

The health/illness factor was selected by 5 respondents, and this accounts for 20% of the sample. The employee performance factor was selected by 3 respondents, and this accounts for 12% of the sample. The retrenchment due to company downsizing factor was selected by 2 respondents and this accounts for 8% of the sample. The not willing to relocate factor was selected by 2 respondents and this accounts for 8% of the sample. These results suggest that these factors are not occurring throughout the company but may have been a few once-off occurrences in specific departments or regions in the company.

Health/illness affecting an employee is an unfortunate event as the employee becomes unable to perform the required duties of the job and leaves the company. The employee may have been very competent in the job but getting in an accident or falling ill can hamper productivity. Fortunately it has only occurred a certain number of times and Vector Logistics should have practices in place to assist employees in these instances. Employee performance resulting in employee turnover is the result of employees being appointed in roles they aren't suited for and are not performing as required. For this to occur, it means that HR and the line manager did not interview the employee well enough before deciding to appoint the employee. Fortunately, this factor is not a major factor, and this means that recruitment or employee rotation practices are correct most times.

Retrenchment due to company downsizing is a factor that influences employees' lives as the company decides not to employ the employee any longer and the employee must find employment elsewhere. Due to economic and financial situations, companies retrench employees to cut costs and remain in business. Failure to do so could result in the company becoming liquidated and being forced to retrench many more employees. Fortunately, this factor is not a major factor which shows that Vector Logistics doesn't use this option continuously but has used it when necessary.

Not willing to relocate is a decision made by employees when they are required to be physically located at a specific location. If a department is moved from one location to another or an employee is required to take a position at another location, this factor could result in the employee leaving the company. Fortunately, this factor is not a major factor which means that Vector Logistics does not force employees to relocate continuously but has done so in certain instances in the past.

4.3.1.4 Employee retention factors with the most impact

Figure 8 provides the spread of results from the second question in the questionnaire which required the respondents to rank each factor in terms of impact on employee turnover.

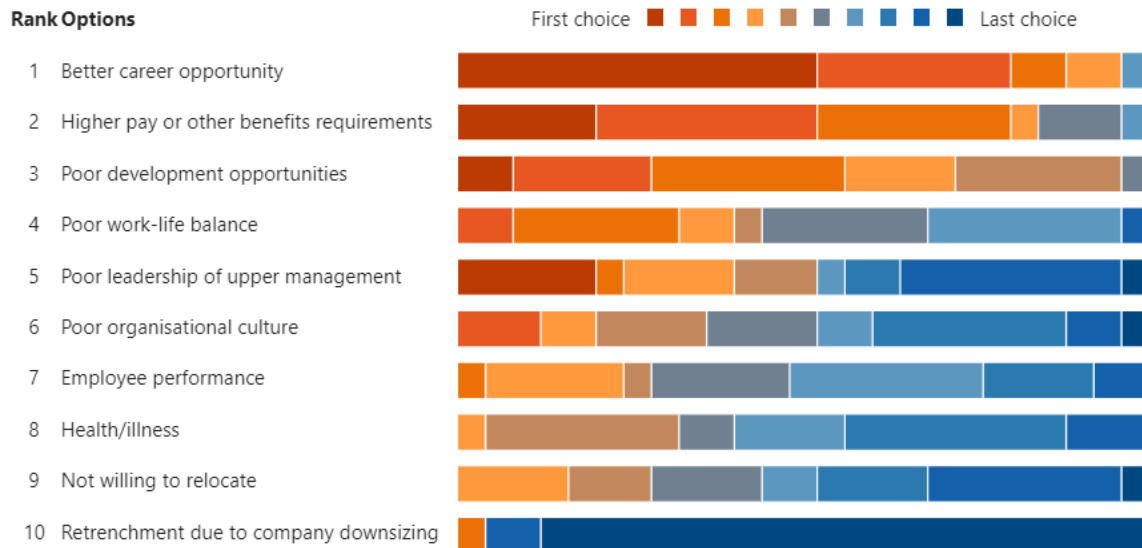


Figure 8: Employee retention factors with the most impact

The better career opportunity and higher pay or other benefits requirements factors have been selected as the factors with the most impact. This aligns with the first question as these factors were selected the most times by the respondents. The poor development opportunities has been ranked the factor with the third most impact which is interesting since it was the 6th most selected factor from the first question. This could mean that while it doesn't occur all the time across the company, it can be a major reason for employees leaving.

The poor work-life balance, poor leadership of upper management, and poor organisational culture factors range in the middle in terms of impact. This aligns with being placed in the middle from the first question based on the number of times selected by the respondents. The employee performance factor is ranked higher than the health/illness factor which means that employees leave the company more times because of performance than because of health. The not willing to relocate and retrenchment due to company downsizing are ranked last which aligns with their place amongst the factors from the first question.

The findings for this objective confirm that all the retention factors identified in the literature have an impact on employee retention and turnover at Vector Logistics in South Africa. Additionally, certain factors have more of an impact than others.

4.3.2 Employee retention strategies

The respondents were provided with a list of retention strategies in question three and were required to select every strategy which were used for employee retention from July 2022 to the current date. Respondents could select multiple strategies which is why the number of responses is greater than 25. The respondents were then required to sort each strategy from highest to lowest in question four to determine which strategies were most used. These questions were setup to answer the second research objective as follows:

2. To examine the employee retention strategies implemented at Vector Logistics.

Table 9 and figure 9 provide the list of strategies that were provided to the respondents as well as how many times each strategy was selected by a respondent.

Table 8: Retention strategies selected

Retention strategy	Times selected
Training and development	22
Performance appraisals	19
Development plans	14
Obtaining employee inputs and improve the company based on feedback	12
Technology adoption for improved ways of working	11
Improved induction process	8
Job rotation	7
Flexible remuneration practices	2
Mentoring programs	1
Other	0

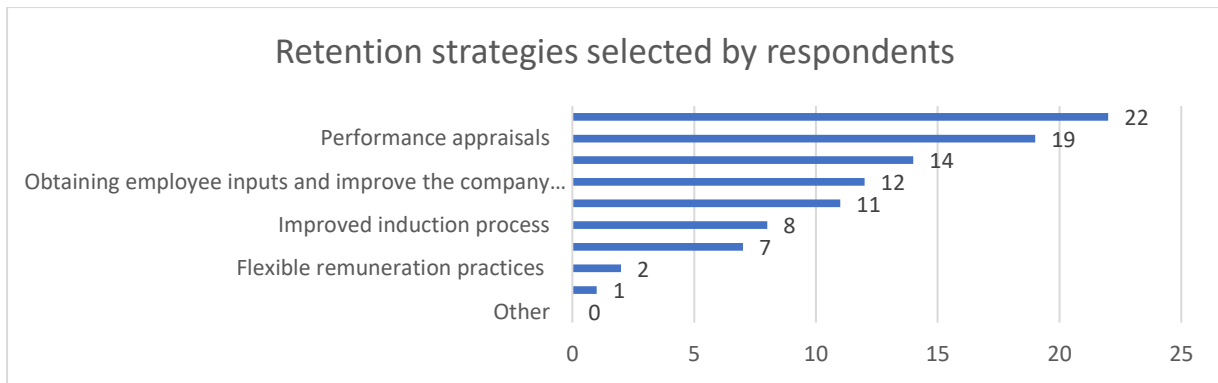


Figure 9: Retention strategies selected

4.3.2.1 The top strategies

The retention strategy related to training and development was selected by 22 respondents and is, therefore, the strategy selected most by the respondents. This strategy was selected by 88% of the respondents. The retention strategy related to performance appraisals was the 2nd most selected strategy by the respondents as 19 respondents selected the strategy. This strategy was selected by 76% of the respondents. The selection of these strategies confirms that these strategies have been used by most of the respondents in the study.

The selection of these strategies suggest that Vector Logistics has significant training and development and performance appraisal processes as the HR department would be using these to develop employees while ensuring performance standards are being met. These strategies make sense as the factors of better career opportunity and poor development opportunities were seen as having the biggest impact on employee turnover and the company has implemented strategies to mitigate potential employee turnover from these factors.

These strategies align with the company attempting to provide the needs and carrots from Maslow's hierarchy of needs, the two-factor theory, and the Carrot and Stick theory. Through training and development, Vector Logistics is attempting to improve the competence of each employee to be better in the current job as well as becoming ready for career progression. Furthermore, performance appraisals ensure that the employee understands the performance level achieved as well as potential shortfalls. This ensures that the employee can correct incorrect behaviour if necessary.

Furthermore, employees want to be trained which means training and development acts as a carrot for these employees. By providing training and development, the company is satisfying employees' physiological needs.

If Vector Logistics can align the employee's salary increases and bonuses with the performance appraisal process, employees will strive to achieve company targets due to the ability to influence salary and other benefits. Therefore, the company will be providing safety needs while ensuring the factor of higher pay or other benefits is being addressed to prevent employee turnover.

4.3.2.2 The middle strategies

The strategies that range around the middle point of respondent selections include development plans, obtaining employee inputs and improve the company based on feedback, technology adoption for improved ways of working, and an improved induction process. Obtaining employee inputs, technology adoption, and an improved induction process are strategies used by the company to improve the way the company operates to make things easier or more exciting for employees. Development plans are a strategy for the company to be more structured regarding the training and development of employees to ensure that the relevant development is provided for career progression.

Development plans was selected by 14 respondents which accounts for 56% of the sample. Obtaining employee inputs and improve the company based on feedback was selected by 12 respondents which accounts for 48% of the sample. Technology adoption for improved ways of working was selected by 11 respondents which accounts for 44% of the sample. An improved induction process was selected by 8 respondents which accounts for 32% of the sample. These results suggest that these strategies aren't used by HR employees across the entire company but perhaps certain departments in certain regions and further investigation would be required by the company to identify the reasons for the differences.

Only 56% of the sample confirmed development plans have been implemented while 88% of the sample confirmed training and development has been implemented. Furthermore, the sample confirmed the retention factor of better career opportunity to have the most impact on employee turnover and development opportunities to have the third most impact on employee turnover. These results might suggest that the company implements training and development without a development plan in many cases and may be wasting training and development efforts. Creating development plans before providing training and development might reduce employee turnover due to better career opportunities or poor development opportunities.

The results for the strategies of obtaining employee inputs, technology adoption, and an improved induction process might suggest that these aren't a priority for certain of the respondents, there is no need to improve these aspects of the company where the respondents are responsible for, or certain respondents do not have the ability to implement these strategies. The company should review the technology and induction processes for each department and region to identify where there might be opportunities for improvement.

Comparing each department and region will also assist in identifying where these strategies are being implemented and where not. Implementing these strategies for every department and region might assist with employee retention and factors identified previously in the study. Obtaining employee inputs could help in this effort.

4.3.2.3 The bottom strategies

The retention factors selected the least number of times by the respondents include job rotation, flexible remuneration practices, mentoring programs, and other. The job rotation strategy was selected by 7 respondents, and this accounts for 28% of the sample. The flexible remuneration practices strategy was selected by 2 respondents, and this accounts for 8% of the sample. The mentoring programs strategy was selected by 1 respondent, and this accounts for 4% of the sample. Other strategies was not selected by any respondents. These results suggest that these strategies are not implemented throughout the company but may have been a few once-off occurrences in specific departments or regions in the company.

Job rotation can either be implemented to provide an opportunity for an employee to gain exposure in another department or region or to move a poor performing employee from one team to another to provide a better fit for the employee. Moving employees for better exposure can be a successful way of developing employees as the employee learns more about the company while using previous experience to assist the new team. Poor performing employees also get an opportunity to perform in a different environment and might become better placed. Since employee performance did not have a significant impact on employee turnover, the results suggest that job rotation works when implemented.

Flexible remuneration practices was only selected by 2 respondents while 20 respondents confirmed that higher pay or other benefits requirements have resulted in employee turnover at the company. This might be a weakness for the company as the lack of flexible remuneration practices could be resulting in employee turnover.

Vector Logistics should review the remuneration practices to ensure they align with employee expectations, doing so could prevent employee turnover.

The results also suggest that mentoring programs is not a strategy implemented at the company but might have been implemented for certain employees since it was selected by one respondent. The company should review the instances of implementation to identify the relevance for employees. The strategy could assist with developing employees for better career opportunities internally. The lack of respondents selecting other strategies suggests that there are no other strategies implemented by Vector Logistics for employee retention.

4.3.2.4 Employee retention strategies used the most

Figure 10 provides the spread of results from the fourth question in the questionnaire which required the respondents to rank each strategy in terms of use by the company.

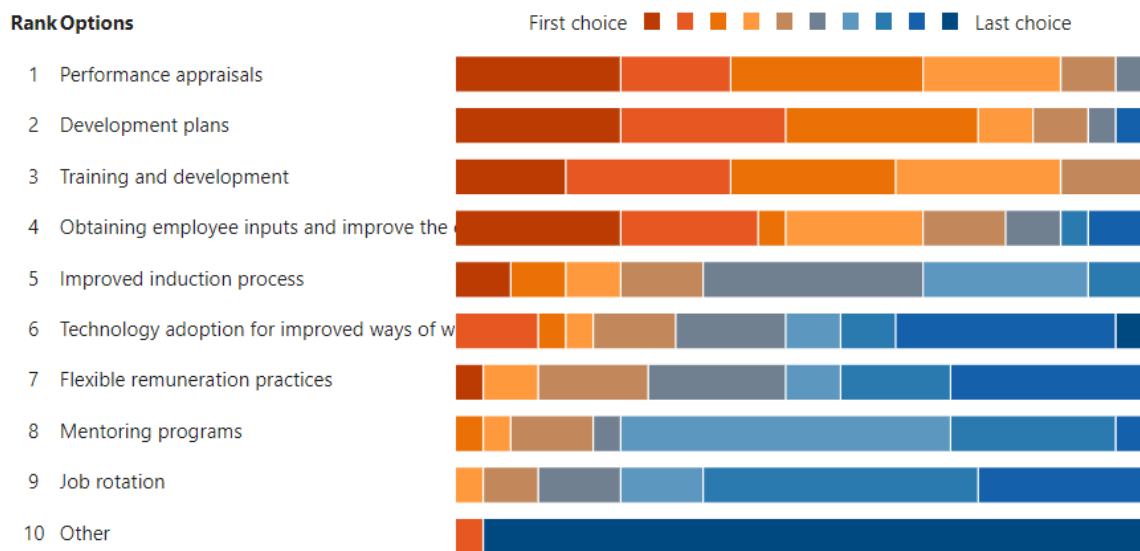


Figure 10: Employee retention strategies used the most

The performance appraisals, development plans, and training and development strategies have been selected as the strategies that have been used the most. This aligns with the third question as these strategies were the top three selected strategies by the respondents. The selection of these strategies makes sense as performance appraisals and development plans are strategies that can be used continuously for the same employee for specific periods of time while the company’s performance requirements are met. There are also many different training and development interventions that can be provided to each employee.

The ranking of the obtaining employee inputs strategy in fourth place aligns with the results from question three while an improved induction process is ranked higher than technology adoption even though three more respondents selected technology adoption compared to an improved induction process. This might be because the sample is not responsible for technology innovations at Vector Logistics but do have influence on the induction process.

Job rotation is ranked lower than the other strategies when more people selected this strategy in question 3 compared to flexible remuneration practices, mentoring programs, and other strategies. This could mean that job rotation is more difficult to implement compared to the other strategies and the other strategies would be implemented more frequently.

The findings for this objective confirm that all the retention strategies identified in the literature have been implemented at Vector Logistics in South Africa and that other strategies have not been implemented. Additionally, certain strategies have been implemented more than others.

4.3.3 Successful employee retention strategies

The respondents were provided with the same list of retention strategies in question five and were required to select an option from a Likert scale for each strategy. The options available in the Likert scale include Not Implemented, Not Successful, Almost Successful, Successful after several attempts, and Very Successful. This question was setup to answer the third research objective as follows:

3. To identify which of the strategies were the most successful.

Figure 11 provides the spread of results that were selected by the respondents from the Likert scale option of each employee retention strategy.

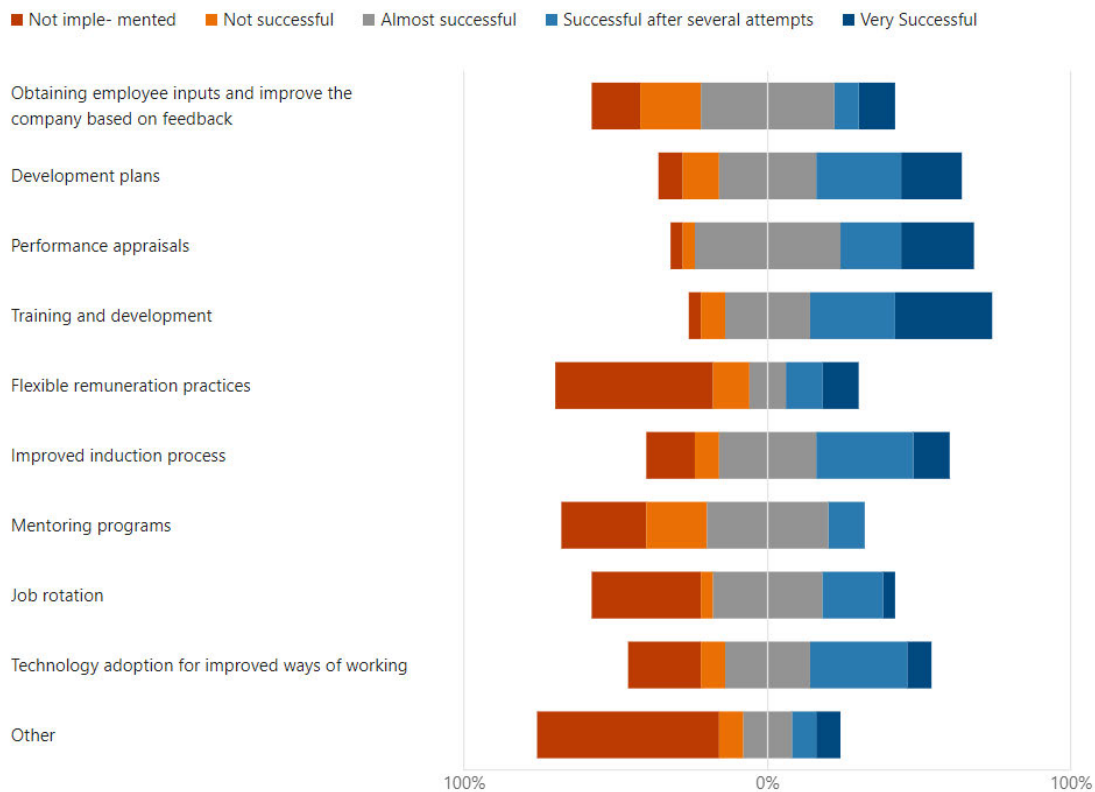


Figure 11: Success of each employee retention strategy

4.3.3.1 The most successful strategies

The employee retention strategies which have been deemed to be the most successful by the respondents are the training and development, development plans, performance appraisals, an improved induction process, and technology adoption strategies. These strategies received the highest percentage of the Very Successful and Successful after several attempts options by the respondents. Furthermore, except for the performance appraisals strategy, all these strategies received a higher percentage of the successful options compared to the unsuccessful options.

32% of the respondents confirmed that training and development has been very successful while 28% confirmed that this strategy was successful after several attempts which means that 60% of the respondents determined that training and development was successful regarding employee retention. 20% of the respondents confirmed that development plans have been very successful while 28% confirmed that this strategy was successful after several attempts which means that 48% of the respondents determined that development plans were successful regarding employee retention.

24% of the respondents confirmed that performance appraisals have been very successful while 20% confirmed that this strategy was successful after several attempts which means that 44% of the respondents determined that performance appraisals were successful regarding employee retention. 12% of the respondents confirmed that an improved induction process has been very successful while 32% confirmed that this strategy was successful after several attempts which means that 44% of the respondents determined that an improved induction process was successful regarding employee retention.

8% of the respondents confirmed that technology adoption for improved ways of working have been very successful while 32% confirmed that this strategy was successful after several attempts which means that 40% of the respondents determined that technology adoption for improved ways of working was successful regarding employee retention.

The selection of the training and development, development plans, and performance appraisals strategies as the most successful align with the ranking of these strategies by the respondents with regards to strategies most commonly used in question four. Vector Logistics would use these strategies the most if they had the most success with regards to employee retention. The selection of technology adoption by 11 respondents and an improved induction process by 8 respondents as strategies used for employee retention in question four could mean that Vector Logistics is not fully utilising strategies that are deemed to be successful. There might be departments or regions that Vector Logistics could use these strategies since they are deemed to be successful.

The findings for this objective confirm that there are employee retention strategies that are successful at Vector Logistics in South Africa. The top three strategies align with the use of these strategies for employee retention while there is potential for more use of the other strategies.

4.3.3.2 Reliability and Validity

To ensure reliability and validity of the questionnaire result for question five, Cronbach's alpha was used as this would show how much of the respondents' selection of the Likert scale options can be accepted as valid. Provided by O' Loughlin (2020), the formula for Cronbach's alpha is shown below and involves multiplying the result of the number of results (n) divided by the number of results less one value with the result of the sample variance (S_y^2) less the sum of the individual variances ($\sum S_i^2$) after dividing the sample variance (S_y^2).

Cronbach's Alpha $\left[\frac{n}{n - 1} \right] \left[\frac{S_y^2 - \sum S_i^2}{S_y^2} \right]$

Table 9 provides the scores that were allocated to each option in the Likert scale for question five. These scores were allocated to each respondent's selection for use in Cronbach's alpha.

Table 9: Question five Likert scale scores

Likert scale option	Score
Not implemented	0
Not successful	1
Almost successful	2
Successful after several attempts	3
Very Successful	4

Table 10 provides the score each respondent provided for each employee retention strategy as well as the individual variances per score (S_i^2).

Table 10: Question five respondent scores

Respondent	Obtaining employee inputs and improve the company based on feedback	Development plans	Performance appraisals	Training and development	Flexible remuneration practices	Improved induction process	Mentoring programs	Job rotation	Technology adoption for improved ways of working	Other	Total per respondent
1	2	1	2	2	0	0	0	0	0	0	7
2	1	1	2	3	0	0	1	0	0	1	9
3	1	2	2	4	0	0	3	0	1	3	16
4	1	2	2	2	0	3	0	2	0	0	12
5	2	4	4	4	0	4	2	0	0	0	20
6	2	1	2	4	2	4	2	2	4	4	27
7	3	4	4	4	3	3	3	3	3	4	34
8	4	3	4	4	4	4	2	3	3	1	32
9	2	3	3	3	0	2	2	0	2	0	17
10	1	0	0	0	0	0	0	0	0	0	1
11	2	0	1	2	1	1	1	2	2	2	14
12	4	3	4	4	2	2	2	3	3	2	29
13	0	3	2	3	0	2	0	2	1	0	13
14	2	4	4	4	0	2	2	2	2	2	24
15	4	4	2	2	4	2	2	0	2	0	22
16	1	2	2	1	1	1	1	0	2	2	13
17	3	2	2	3	0	3	2	2	3	0	20
18	2	2	2	2	0	2	0	2	2	0	14
19	0	4	4	4	4	3	0	3	4	0	26
20	0	2	2	1	1	2	1	2	3	0	14
21	2	2	3	3	3	3	2	3	3	3	27
22	2	3	3	3	3	3	3	4	3	0	27
23	2	3	3	3	2	3	1	1	3	0	21
24	2	3	3	2	0	3	2	0	0	0	15
25	0	2	2	2	0	2	0	2	2	0	12
Individual Variances (Si2)	1.416666667	1.416666667	1.09	1.273333333	2.25	1.556666667	1.073333333	1.676666667	1.743333333	1.873333333	67.24
										Sample variance (Sy2)	15.37

Based on the results of question five, Cronbach's alpha is calculated as per below.

$$\text{Cronbach's Alpha} = \left[\frac{10}{10 - 1} \right] \left[\frac{67.24 - 15.37}{67.24} \right]$$

$$\text{Cronbach's Alpha} = \left[1.1111 \right] \left[0.7714 \right]$$

$$\text{Cronbach's Alpha} = 0.8571$$

The generally accepted confirmation of reliability and validity is a score that is greater than 0.7 and any test that receives a score higher than 0.7 could be deemed reliable and valid (Taber, 2018). Therefore, based on a result of 0.8571 the options selected by the respondents for question five can be deemed as reliable and valid and the success of each employee retention strategy can be confirmed.

4.3.4 Failed employee retention strategies

The respondents were provided with the same list of retention strategies in question six and were required to select every strategy which failed regarding employee retention from July 2022 to the current date. The respondents were then required to sort each strategy from highest to lowest in question seven to determine which strategies failed the most. These questions were setup to answer the fourth research objective as follows:

4. To determine which of the strategies have failed.

Table 10 and figure 12 provide the list of strategies that were provided to the respondents as well as how many times each strategy was selected by a respondent. Respondents could select multiple strategies which is why the number of responses is greater than 25.

Table 11: Retention strategies selected that failed

Retention strategy	Times selected
Mentoring programs	12
Flexible remuneration practices	9
Obtaining employee inputs and improve the company based on feedback	8
Job rotation	8
Other	7
Development plans	6
Performance appraisals	5
Technology adoption for improved ways of working	4
Training and development	3
Improved induction process	2

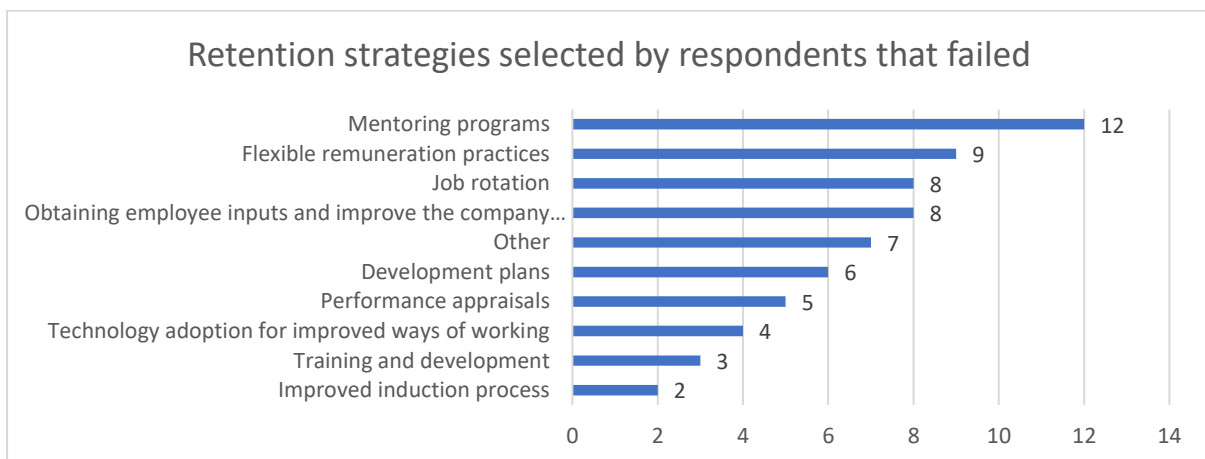


Figure 12: Retention strategies selected that failed

4.3.4.1 The top failed strategies

The employee retention strategies which have been selected as failed the most times by the respondents are the mentoring programs, flexible remuneration practices, job rotation, obtaining employee inputs, and other strategies. Whilst these strategies were not selected by all respondents, each strategy was selected by more respondents than the other strategies, which means these strategies failed more than the rest. Mentoring programs was selected as failed by 12 respondents which is 48% of the sample and the strategy which was selected the most times.

Flexible remuneration practices was selected as failed by 9 respondents which is 36% of the sample and the strategy which was selected the second most times. Job rotation was selected as failed by 8 respondents which is 32% of the sample and the strategy which was selected the third most times. Obtaining employee inputs was also selected as failed by 8 respondents which is 32% of the sample and the strategy which was selected the third most times. Other was selected as failed by 7 respondents which is 28% of the sample and the strategy which was selected the fifth most times.

The results of the mentoring programs, job rotation, and obtaining employee inputs strategies align with the results from question five. While mentoring programs was selected by 12 participants in question six, 40% of the sample determined mentoring programs to be almost successful and 20% determined the strategy to be not successful in question five. This made mentoring programs the 2nd most failed strategy with 60% of the sample determining the strategy to have failed.

While job rotation was selected as failed by 8 participants in question six, 4% of the sample determined the strategy to be not successful, 36% of the sample determined the strategy to be almost successful, and 36% of the sample had not implemented the strategy. This means that most of the sample deemed the strategy to have failed or were unable to implement the strategy. Obtaining employee inputs was only selected by 8 employees in question six but was selected as unsuccessful by the most respondents in question five with 20% selecting the strategy as not successful and 44% selecting the strategy as almost successful with a combined unsuccessful selection by 64% of the sample.

The results of the flexible remuneration practices and other strategies might be a result of either the strategies not being implemented or implemented by certain respondents and prevented from being implemented by other respondents of the sample. Flexible remuneration practices was selected by 9 respondents in question six but was selected as not successful by 12% of the sample and almost successful by 12% of the sample while being selected as not implemented by 52% of the sample in question five. The other strategies was selected by 7 respondents in question six while 60% of the respondents selected this strategy as not implemented in question five and 0 respondents selected this strategy as being implemented in question three.

The results for the other strategies suggest that certain respondents might have attempted other strategies, but these were abandoned and not completed, and this could be deemed as a failure to ensure employee retention.

4.3.4.2 The successful and failed strategies

The results of the development plans, performance appraisals, technology adoption, training and development, and improved induction process strategies being selected by so few employees in question six align with the results of these strategies being determined as the most successful strategies in question five. However, the fact that development plans was selected by 6 respondents and performance appraisals was selected by 5 respondents in question six provides an indication of failure that is also shown in question five.

In question five, performance appraisals was selected as not successful by 4% and almost successful by 48% for a combined not successful selection of 52% of the sample while 4% selected the strategy as not implemented. In question five, development plans was selected as not successful by 12% and almost successful by 32% for a combined not successful selection of 44% of the sample while 8% selected the strategy as not implemented. These results suggest that nearly every respondent in the sample has implemented these strategies while the success of implementation is almost the same as the failure. Vector Logistics should review the implementation of these strategies to determine why there is success and failure.

4.3.4.3 Employee retention strategies that failed the most

Figure 13 provides the spread of results from the seventh question in the questionnaire which required the respondents to rank each strategy in terms of failure by the company.

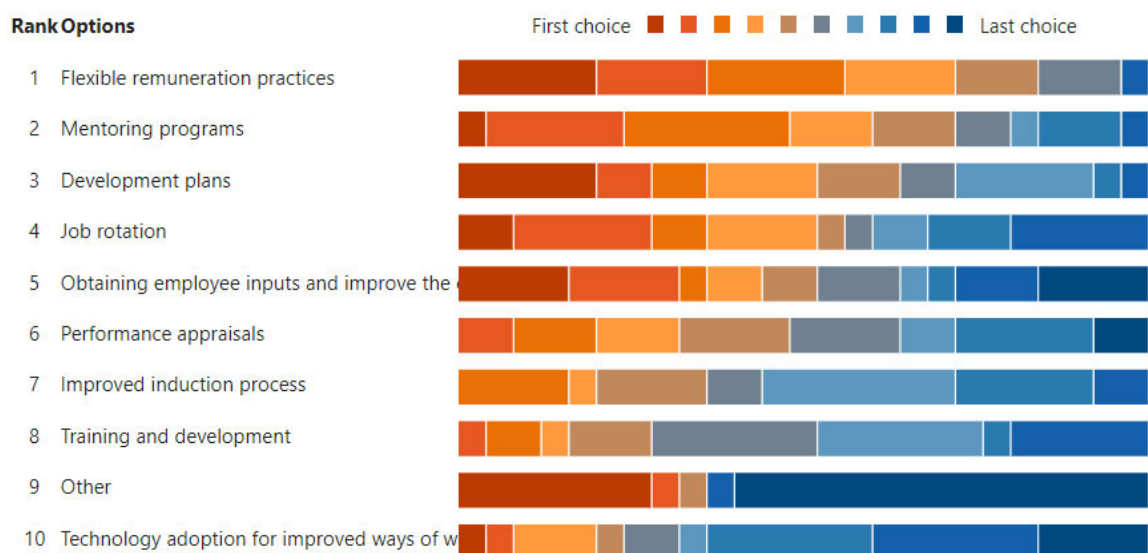


Figure 13: Employee retention strategies failed the most

The employee retention strategies which have been selected as the most failed strategies by the respondents are the flexible remuneration practices, mentoring programs, development plans, job rotation, and obtaining employee inputs strategies. Except for the development plans strategy, the top five results in question seven is the same as the top five selection by respondents in question six. Except for the other strategies, the bottom five results in question seven also align with the bottom five selection by respondents in question six.

The result of development plans being the third most failed strategy is backed up by the result from question five as 44% of the sample confirmed the strategy as failed. The other strategies option appearing ninth on the list of failed strategies could be the result of lack of implementation by the respondents as the available strategies would have failed more. The results from this question further emphasises the strategies that have failed and been successful.

The findings for this objective confirm that there are retention strategies identified in the literature that have failed at Vector Logistics in South Africa and that there are strategies which have failed more than others. Additionally, certain strategies have been both successful and have failed.

4.4 Conclusion

This chapter presented the results of the questionnaire that was provided to the sample of the study at Vector Logistics in South Africa. Through the questions provided in the questionnaire, the study aim, and objectives were pursued and the analysis on responses received were provided in this chapter. With regards to the first objective, the results of the questionnaire confirm that all the retention factors identified in the literature have an impact on employee retention and turnover at Vector Logistics in South Africa.

Additionally, the better career opportunity and higher pay or other benefits requirements have more of an impact than the other factors. With regards to the second objective, the results of the questionnaire confirm that except for other strategies, all the retention strategies identified in the literature have been implemented at Vector Logistics in South Africa. Additionally, the training and development and performance appraisals strategies have been implemented more than others. With regards to the third objective, the results of the questionnaire confirm that there are employee retention strategies that are successful at Vector Logistics in South Africa.

The top four strategies are the training and development, development plans, performance appraisals and an improved induction process strategies. With regards to the fourth objective, the results of the questionnaire confirm that there are employee retention strategies that have failed at Vector Logistics in South Africa. The strategies that failed the most include flexible remuneration practices, mentoring programs, and development plans.

Chapter 5: Conclusions and Recommendations

5.1 Introduction

This study was commissioned because of the challenges that companies face regarding the retention of employees. Due to the importance of the logistics industry and the expense being paid for attracting and providing salaries to employees, companies need to find ways to retain employees. Improving employee retention will assist in ensuring that companies can keep costs low while continuing to supply necessary products and services.

In previous chapters of the research, the factors influencing employee retention at Vector Logistics in South Africa were investigated as well as the employee retention strategies that were implemented. The success and failure of each employee retention strategy was also explored. The literature of several authors and theories were reviewed to identify the employee retention factors and strategies that are currently relevant to companies and would have an impact on employee turnover and retention in these companies.

The questionnaire provided to the employees in the HR department at Vector Logistics in South Africa was to obtain real time first-hand information on whether the identified employee retention factors and strategies are relevant to this company and how successful each strategy has been. The outputs of the questionnaire would be to assist Vector Logistics with better implementation of the employee retention strategies.

5.2 Conclusions

To review the factors influencing employee retention at Vector Logistics in South Africa and the success of employee retention strategies, four objectives were determined. These are restated to ensure that each has been addressed and achieved.

1. To identify the factors that influence employee retention at Vector Logistics.
2. To examine the employee retention strategies implemented at Vector Logistics.
3. To identify which of the strategies were the most successful.
4. To determine which of the strategies have failed.

With regards to the first objective, the results of the questionnaire confirm that all the retention factors identified in the literature have an impact on employee retention and turnover at Vector Logistics in South Africa. Additionally, the better career opportunity and higher pay or other benefits requirements have more of an impact than the other factors.

With regards to the second objective, the results of the questionnaire confirm that except for other strategies, all the retention strategies identified in the literature have been implemented at Vector Logistics in South Africa. Additionally, the training and development and performance appraisals strategies have been implemented more than others.

With regards to the third objective, the results of the questionnaire confirm that there are employee retention strategies that are successful at Vector Logistics in South Africa. The top four strategies are the training and development, development plans, performance appraisals and an improved induction process strategies. With regards to the fourth objective, the results of the questionnaire confirm that there are employee retention strategies that have failed at Vector Logistics in South Africa. The strategies that failed the most include flexible remuneration practices, mentoring programs, and development plans.

5.3 Recommendations

The following recommendations are provided to assist with the challenges identified at Vector Logistics in South Africa based on the results of the research study.

5.3.1 Skills trees

The HR department at Vector Logistics in South Africa should develop a framework which allows for skills to be linked to every job profile in the company. The HR department can also define all the available skills but allow for new skills to be included. The HR department should provide this framework to all managers in all departments and regions and require these managers to link the desired skills of each employee to the relevant job profiles for that department and region. Defining these skills trees will ensure that every employee understands what skills are required for each job profile and what development is required to be employed in each job profile.

The HR department should provide a tool or system for each employee to confirm or determine what skills the employee has, and these can be compared to the required skills of each job profile. Comparing the available skills of each employee with the required skills of each job profile will show the company which employees fit within each job profile and where there might be potential employees for vacancies in available positions. This will also provide a gap comparison between employees and job profiles with regards to which skills are required for which jobs and enable employees to obtain the necessary skills for each desired job.

5.3.2 Development plans

The skills tree provides a tool to create development plans against. Each employee will know the available skills and the required skills for each job profile and will be able to determine what skills are missing to have the necessary skills for each job profile. A development plan can be created to provide the employee with the necessary skills to be a fit for the required job profile. Having a more structured approach to creating development plans might assist in improving the success of the development plan strategy for Vector Logistics in South Africa.

The training and development that is provided to each employee can also align with the gap comparison in the skills tree. Training and development will be provided to each employee based on allowing each employee to obtain the required skills that are necessary for the relevant job profile. This will ensure that training and development will be provided to close skills gaps and provide the employee with necessary skills. Implementing more structured training and development could improve the success of the strategy as well as better prepare each employee for better career opportunities in the company since it is one of the most important employee retention factors determined in the research study.

Mentoring programs can also be more structured and based on the skills trees. An employee with aspirations to be employed in a specific job profile can be compared to a manager that is either in the job profile or has similar skills that are required for that job profile. The manager can become a mentor to that employee and advise the employee on how to obtain the necessary skills for the job profile. This could improve the success of the implementation of the mentoring program strategy.

5.3.3 Remuneration practices

The HR department should review the remuneration processes to alleviate the employee retention factor of higher pay or other benefits requirements that has one of the biggest impacts on employee retention, as well as the flexible remuneration practices strategy that fails the most. Implementing this strategy correctly could reduce employee turnover and the related costs associated with attracting and retaining new employees.

The HR department should review the market to determine whether remuneration and other benefits align and adjust these where relevant. The company should also be flexible to provide higher salaries and better benefits to employees that have more skills, experience, and perform better than other employees. The company could also obtain employee inputs to determine what benefits are desired by employees and provide these where relevant.

5.4 Summary

The purposes of this chapter were to determine whether the research aim, objectives, and questions of the study were achieved as well as provide recommendations to Vector Logistics in South Africa for better implementation of employee retention strategies.

To provide the requirements of this chapter, the research study included an introduction in chapter one that contained the rationale of study, problem statement, research aim, questions and objectives, timelines / work plan, limitations, delimitations, and format of the study. A literature review was included in chapter two that reviewed the literature of several authors and theories to identify the employee retention factors and strategies that are currently relevant to companies and would have an impact on employee turnover and retention in these companies.

A section on the research methodology was provided in chapter three that included data collection based on a questionnaire provided to the employees in the HR department at Vector Logistics in South Africa to obtain real time first-hand information on whether the identified employee retention factors and strategies are relevant to this company and how successful each strategy has been. Chapter four then provided the results and discussion from this data collection process.

The factors influencing employee retention at Vector Logistics in South Africa have been reviewed and the success of employee retention strategies have been determined. This means that the research aim, objectives, and questions of the study have been achieved. The recommendations provided to Vector Logistics in South Africa included skills trees for each job profile, development plans and mentoring programs against these skills trees, and a review of the current remuneration processes.

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Appendices

1. Consent form



Information Sheet and Consent to Participate in Research

Date: 18/07/2023

Dear Sirs,

My name is Daniel Taylor (212560339) from Vector Logistics.

You are being invited to consider participating in a study that involves research regarding the factors that influence employee retention at Vector Logistics in South Africa. The aim and purpose of this research is to identify factors that influence employee retention and which strategies have been used to retain employees at Vector Logistics. The study is expected to enroll the HR Management team. It will involve the following procedure of an online questionnaire. The duration of your participation if you choose to enroll and remain in the study is expected to be the filling in of an online questionnaire. The study is not funded.

The study may involve no risks and/or discomforts. We hope that the study will create no direct benefits but will add to the body of research regarding employee retention. This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number: HSSREC/00005601/2023).

In the event of any problems or concerns/questions you may contact the researcher at 083 287 5723 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Confidentiality will be kept by not requesting personal details in the questionnaire and the obtained data will only be kept on my computer and provided to my supervisor. Participation in this research is voluntary and you may withdraw participation at any point. Should you wish to withdraw from the study, please email me at 212560339@stu.ukzn.ac.za

CONSENT

I have been informed about the study entitled 'Investigating the factors that influence employee retention at Vector Logistics in South Africa' by Daniel Taylor

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 083 287 5723.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Signature of Participant

Date

2. Questionnaire

EMPLOYEE RETENTION FACTORS SURVEY

The purpose of this survey is to collect your feedback on factors which influence employee retention at Vector Logistics. All responses are highly confidential. Thank you for completing.

1. Please select all factors which have resulted in employee turnover since July 2022 to the current date.
 - Better career opportunity
 - Poor development opportunities
 - Higher pay or other benefits requirements
 - Not willing to relocate
 - Health/illness
 - Employee performance
 - Poor work-life balance
 - Poor organisational culture
 - Poor leadership of upper management
 - Retrenchment due to company downsizing
2. Please use drag function or arrows to sort each factor from most common to least common in terms of impact on employee turnover in the past year. The factor that is most common is to be ranked number 1 and up until 10 for the least common.

Better career opportunity
Poor development opportunities
Higher pay or other benefits requirements
Not willing to relocate
Health/illness
Employee performance
Poor work-life balance
Poor organisational culture
Poor leadership of upper management
Retrenchment due to company downsizing

3. Please select all retention strategies which have been implemented since July 2022 to the current date.

- Obtaining employee inputs and improve the company based on feedback
- Development plans
- Performance appraisals
- Training and development
- Flexible remuneration practices
- Improved induction process
- Mentoring programs
- Job rotation
- Technology adoption for improved ways of working
- Other

4. Please use drag function or arrows to sort each strategy from most commonly used to the least commonly used for retention in the past year. The strategy that is most commonly used is to be ranked number 1 and up until 10 for the least commonly used.

Obtaining employee inputs and improve the company based on feedback
Development plans
Performance appraisals
Training and development
Flexible remuneration practices
Improved induction process
Mentoring programs
Job rotation
Technology adoption for improved ways of working
Other

5. Please rate the success of each retention strategy in the past year.

	Not imple- mented	Not successful	Almost successful	Successful after several attempts	Very Successful
Obtaining employee inputs and improve the company based on feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible remuneration practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved induction process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentoring programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job rotation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology adoption for improved ways of working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please select all retention strategies which have failed since July 2022 to the current date.

- Obtaining employee inputs and improve the company based on feedback
- Development plans
- Performance appraisals
- Training and development
- Flexible remuneration practices
- Improved induction process
- Mentoring programs
- Job rotation
- Technology adoption for improved ways of working
- Other

7. Please use drag function or arrows to sort each strategy from most failed to least failed in terms of failure to retain employees in the past year. The most failed strategy is to be ranked number 1 and up until 10 for the least failed.

Obtaining employee inputs and improve the company based on feedback
Development plans
Performance appraisals
Training and development
Flexible remuneration practices
Improved induction process
Mentoring programs
Job rotation
Technology adoption for improved ways of working
Other

3. Ethical clearance



25 May 2023

Daniel Taylor (212560339)
Grad School Of Bus & Leadership
Westville Campus

Dear D Taylor,

Protocol reference number: HSSREC/00005601/2023
Project title: Investigating the factors that influence employee retention at Vector Logistics in South Africa
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 10 May 2023 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 25 May 2024.

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.

HSSREC is registered with the South African National Health 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

4. Gatekeepers letter



Master of Business Administration permission letter

University of Kwazulu-Natal
Graduate School of Business & Leadership
Dear Sir/Madam

Re: Permission for Research Study to be conducted in Vector Logistics in South Africa

This letter serves as permission for Daniel Taylor to conduct his research for Master of Business Administration at the University of Kwazulu-Natal.

The study undertaken is based on this topic: "Investigating the factors that influence employee retention at Vector Logistics in South Africa."

Vector Logistics' material, data, responses from employees and customers will be used solely for the purposes of this research study and is not to be disclosed to third parties. None of the information collected from Vector Logistics to be shared with any other external parties, except for the University of Kwazulu-Natal. Information collected from Vector Logistics to be used solely for the purpose of the research paper, and no other purpose.

Vector Logistics will have access to the research paper.

Sincerely,

Signature: 

Name: Annelie Godender

Designation: HR Director

Date: 19-04-23

FOR AND ON BEHALF OF THE EMPLOYER

VECTOR IS A SUBSIDIARY OF RCL FOODS

REGISTERED ADDRESS Ten The Boulevard • Westway Office Park • Westville • 3629 • PO Box 2745 • Westway Office Park • 3635 • South Africa
TEL +27 31 275 4500 FAX +27 31 275 4501 REGISTRATION NO 2002/009081/07

5. Turnitin report

Thesis - 212560339 - Daniel Taylor - Turnitin submission

ORIGINALITY REPORT

3% SIMILARITY INDEX	3% INTERNET SOURCES	0% PUBLICATIONS	0% STUDENT PAPERS
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PRIMARY SOURCES

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