



Cape Peninsula  
University of Technology

## **FACTORS DRIVING STAFF TURNOVER WITHIN MICRO RETAIL BUSINESSES**

by

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## **ABSTRACT**

Employees are important to any business and without them businesses could be unsuccessful. This is particularly the case with micro retail businesses where employees are in direct contact with customers and more often than not, generate most of the revenue. Staff turnover on the other hand, may play a significant role and have an impact on business performance especially, in micro retail businesses. The success of micro retail businesses may be in understanding the possible causes of staff turnover and explored in this research.

The aim of this research is to ascertain what causes staff turnover within micro retail businesses in Cape Town, South Africa, and how this can be reduced or prevented. To satisfy this goal, the research problem formulated as: It is unknown what interventions are needed for micro retail businesses to retain their staff

The researcher conducted extensive literature analysis to understand the theoretical background and the possible factors that cause high staff turnover in micro retail businesses. Thereafter, the researcher uncovers the drivers causing staff turnover in micro retail businesses using a survey study. The research population is micro retail businesses in Cape Town, South Africa. Due to the nature of this research, a purposive sampling method is found to be the most appropriate. Questionnaires are used to collect primary data, whereas literature analysis assists with obtaining secondary data.

The researcher found that remuneration, physical and employment working conditions and working hours are the top three most likely causes of staff turnover in micro retail businesses in Cape Town, South Africa. The researcher recommended that businesses should offer relevant and competitive remuneration packages, provide safe and secure working environments and arrange fair shift patterns. These would assist micro retail businesses to prevent or at least reduce high staff turnover.

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## **GLOSSARY**

<b>Abbreviations</b>	<b>Definition or explanation</b>
<b>CBI</b>	<b>Confederation of British Industry</b>
<b>CCTV</b>	<b>Closed circuited television</b>
<b>CEO</b>	<b>Chief executive officer</b>
<b>CIPD</b>	<b>Character institute of personal &amp; development</b>
<b>DTI</b>	<b>Department of trade and industry</b>
<b>HR</b>	<b>Human resource</b>
<b>HRM</b>	<b>Human resource management</b>
<b>OMT</b>	<b>Office management technology</b>
<b>SA</b>	<b>South Africa</b>
<b>SBA</b>	<b>Small business administration</b>
<b>SMME</b>	<b>Small, medium and micro enterprises</b>
<b>UK</b>	<b>United Kingdom</b>
<b>USA</b>	<b>United States of America</b>

# **CHAPTER ONE: INTRODUCTION**

## **1.1 Introduction**

In the modern dynamic business world, changing demands of customers and the high level of competition, in terms of cost, result in organisations seeking to gain a competitive advantage. This is required in order to survive and grow in a competitive environment. Human capital has been identified as a key factor for business competitiveness and this is true, particularly in the service sector. Retail is an iconic example within the service sector (Barcala, Perez & Cutierrez, 1999:335). In recent years, literature reveals that the role of human resources (HR) in businesses is potentially the sole source of sustaining competitive advantage in organisations (Kochan & Dyer, 1993:569; Pfeffer, 1994:15). According to Huselid (1995:635), human resource management practices affect organisational outcomes by shaping employee behaviour and attitude. More specifically, high performance work practices increase organisational effectiveness by creating conditions whereby employees have high commitments to organisations and then achieve job satisfaction. Staff turnover has become one of the leading challenges facing many human resource departments (Camps & Luna-Arocas, 2008:26). This is often the start of an on-going cycle of employment and resignations, which is not ideal for any business or economy.

Employees are important to businesses and without them, organisations would be largely unsuccessful. Maximising employee performance while at the same time, gaining staff loyalty is an objective most employers have but experience difficulty to achieve. According to the Bureau of Labor Statistics (2010), more and more employers today are finding that employees are employed in a company for a period of 24 months. How to retain employees for a reasonable length of time and how to keep them satisfied and motivated to perform well, are significant challenges to all employers. This includes the small business sectors. The small business sector is an important contributor to the economy of most countries as it provides work opportunities, is an income generator and provides business dynamics. Small businesses are increasingly contributing to the global economy of the world (Boohene, Kotery & Sheridan, 2008: 237).

In South Africa, the term SMME is used to collectively refer to small, medium and micro enterprises (South Africa, 1996:2). This definition is applicable to all business sectors, which includes retail (South Africa, 1996:2). It is reported that the retail business is the second largest employer in the formal South African economy (Department of Labour Market Bulletin, 2007). As stated before, this research focuses on micro businesses in the retail sector

Siropolis (1997:3) suggests that the number of employees is a key aspect to define business size. In Europe for example, micro businesses are defined as businesses having fewer than 10 employees with an annual turnover of less than 2 million Euros (European Union, 2003). Similarly, micro businesses in Bangladesh are businesses which have fewer than 10 employees (Ahmed & Chowdhury, 2009:2). In contrast, in South Africa micro businesses are defined as businesses with employment between one and five people and with turnover of less than R300 000 per annum (South Africa, 2010).

Employees in the retail sector generally do not earn high wages except for some branch managers or selected head office staff, where remuneration and benefits can be considerably more favourable than in other job categories. Retail shop floor employees are renowned for having a poor image as most of them are paid lower than average wages, with the added burden of poor working conditions (Broadridge, 2003:301; Hart, Stachnow, Farrell & Reed, 2007:278). Furthermore, retailing on the shop floor is often an easy sector for staff to access. It is found that staff turnover in many retail businesses is very high and sometimes is related to rewards offered to employees elsewhere (Hart, Smith, Sparks & Tzokas, 2004:195).

Within the micro retail businesses, working conditions are not as favourable as in macro type of businesses. In micro retail businesses specific employee requirements are expected. Some of these requirements are long working hours, low salary levels, greater responsibilities and high interpersonal skills. These unfavourable working conditions could contribute to low job satisfaction and difficult human resource management interaction, which could eventually result in high staff turnover conditions (Hendrie, 2004:435). The identification of factors that can reduce staff turnover for micro retail businesses is a concern for most business owners.

## 1.2 Background to the research

According to the Bureau of Labor Statistics (2010), staff replacement costs, which include advertisements, interviewing time, relocation and training, are high. It is therefore, important to select the best available staff in the first place, and then try to retain them for an extended period of time.

A common definition of staff turnover is the number of employees that have left within a given time period in relation to the total number of employees (Ekvall, Sellgren & Thompson, 2007:172). According to Michael and Terry (1993:57), staff turnover can be classified as voluntary or involuntary staff turnover, expanded briefly below:

- **Voluntary staff turnover** - refers to employees who have an option to remain in the present employment but decide to leave.
- **Involuntary staff turnover** - refers to employees who leave for reasons out of their control, such as death, illnesses, retirement, retrenchment and others.

Within micro retail businesses both types of staff turnover mentioned, may influence business performance. Therefore, investigating the reasons why employees leave their employment and understanding what influences staff turnover in micro retail businesses are pressing issues to address.

Previous research has identified the attention to broad categories of influence on staff turnover for example, Karakowsky and McBey (2000:136) find the following four factors influences staff turnover, but only in larger organisations:

- Work-related attitude (job satisfaction, satisfaction with salary, and performance-reward contingencies).
- External environmental factors (personal income, household income, job status and alternatives, and external demands).
- Individual characteristic factors (age, education, tenure and marital status).
- Job performance factors (subjective performance, objective performance and reasons for joining the organisation).

Lyman and Richard (1991:312), find that employees who are satisfied in the work place are more likely to stay working for a business. There are however, many reasons for dissatisfaction to occur and these may vary in different situations. They can be remuneration, working hours, lack of career development, lack of training, poor staff recognition and poor staff facilities. Based on research evidence conducted both, in the United States of America (USA) and the United Kingdom (UK), Atkinson and Storey (1994:11) conclude that the conditions of employment in small businesses are worse than in large businesses. Typical aspects of these low conditions of employment are working conditions and human resource management practices. Furthermore, in small businesses salaries are lower, training is not always available and low or poor job satisfaction is found.

Working conditions in the retail business are characterised by factors such as, unsocial working hours, variable working requirements and low remuneration. These factors have an impact on an individual's private life in terms of work, life balance and social status (Vather, 2008:11). These aspects are discussed in more detail in Chapter 2 (Section 2.3.1).

- **Personal reflection**

The researcher personally managed a micro retail business for seven years. During this time, the researcher applied various knowledge obtained from the qualification of office management and technology (OMT) to manage the business. These include: information system (stock management); financial accounting (bookkeeping); legal practice (labour law) and human resource management. Amongst these techniques, the human resource management is the most critical issue. Within HRM, staff turnover was identified as the most pressing point. While working in the micro retail business, the researcher met many other owner/managers of micro retail businesses and then realised that the staff turnover issue existed in most micro retail businesses. This realisation provided the researcher with the initial impetus for making the decision to conduct this research, in order to find answers to assist the micro retail businesses.

### **1.2.1 Human Resource Management (HRM)**

HRM is concerned with the effective employment of people and the well-being of employees. A high staff turnover rate could be a symptom of poor recruitment and selection that falls within Staffing Organisation – this is also part of Organisational Behaviour. These aspects are also important aspects found in the Office Management and Technology (OMT) field of study. Organisational Behaviour is a major part of business administration, which is a key subject in OMT application. In most organisations, personnel of the human resources departments would establish policies and coordinate this with other departments in order to improve employee job satisfaction. These policies and coordination are: job analysis, personnel planning, recruitment and selection of employees, training and development, performance appraisal, compensation and employee benefits, labour relations, employee discipline and control and organisational wellness (Mullins, 2002:56). The policies and coordination are conducted in order to satisfy employees and to enable improvements in business performance.

There are differences between the sizes of organisations all in need of HRM (Crino & Leap, 1993:11). As mentioned in section 1.1, this research focuses on the SMME sector of business but specifically, on small and micro businesses. Organisational control in these two categories would be kept entirely with the owners or managers. This is different to larger businesses that have management systems that support making decisions (Matlay, 1999:285). However, informal HRM is applied widely within micro businesses. Smaller organisations may not be able to justify specialist human resource departments (e.g. personnel managers) or even separate departments. However, in these SMMEs, it is necessary to provide an effective personnel function, wherever the responsibility of decisions are located. Even in the smallest businesses, there is a need to recruit staff, train them, motivate and reward them accordingly and to comply. Personnel functions have to be carried out even if organisations are too small to justify a separate department (Mullins, 2002:689). In SMMEs, there are usually only one layer of management. In these cases, owners may act as general managers and supported by one to five employees, mostly shop assistants (Hendrie, 2004:435).

Micro retail businesses generally generate low revenue and are unable to absorb high costs. Staff turnover is a case where it cannot easily be prevented, and could become one of the most



prominent negative factors preventing business growth, even resulting in a business closing down.

### **1.3 Statement of the research problem**

Based on literature in this chapter, most research on retail businesses focusses on large businesses. This researcher is aware that micro retail business also needs HR support as well as other factors and therefore, is focussing on staff turnover in micro retail business. The factors relating to staff turnover remain an important challenge for SMMEs, especially in micro retail businesses. This leads to stating the research problem as: **It is unknown what interventions are needed for micro retail businesses to retain employees.**

Considering this stated research problem, a suitable research question is formulated to assist the researcher to conclude that micro retail businesses need to have knowledge of factors that would reduce staff turnover. In Table 1.1 the formulated research question and subsequent research sub-questions are provided. For each research sub-question, a suitable research method and objective is included.

### **1.4 Aim of the research**

The aim of this research is to ascertain which factors are driving staff turnover within micro retail businesses in Cape Town, South Africa and how this can be reduced or prevented. The present literature only reveals staff turnover issues in larger retail businesses making micro retail businesses staff turnover issues a relevant and worthy research aim.

### **1.5 Assumptions of the research**

Staff turnover is a significant challenge affecting the viability of micro retail businesses. According to New Clicks CEO David Kneals “Most retailers have a high level of staff turnover in South Africa (Planting, 2009).” According to Bureau of Labor Statistics (2006), the staff turnover

rate for the retail businesses in South Africa is 22%, being the highest amongst all industry sectors.

## 1.6 Delineation of the research

The empirical exploration of this research has been conducted in Cape Town, South Africa. The research only considered staff turnover issues of micro retail businesses in the Cape Town area South Africa.

**Table 1.1: Research question and sub-questions**

<b>Research Question</b>	How can micro retail businesses manage the retaining employees?	
<b>Research sub-questions</b>	<b>Research method(s)</b>	<b>Objectives</b>
1) What are the current staff turnover factors in retail businesses?	Literature analysis	To ascertain factors that influence staff turnover in retail businesses.
2) What are the possible factors of staff turnover in micro retail businesses?	Literature analysis Questionnaire	Identify which factors are the most probable reasons why staff turnover have higher levels of turnover occurring in micro retail businesses.
3) How do working conditions influence staff turnover within micro retail businesses in Cape Town?	Questionnaire	To understand the effect of working conditions on staff turnover within micro retail businesses in Cape Town.
4) How do HRM practices influence staff turnover within micro retail businesses in Cape Town?	Questionnaire	To explore the influence of HRM practices on minimising staff turnover in micro retail businesses in Cape Town.

## **1.7 Contribution of the research**

The findings of this could research provide owners of micro retail businesses with recommendations (Section 5.4), to make more informed business decisions to reduce staff turnover. In addition, the research provides insight into the changes that need to be made in micro retail businesses to retain staff. It also contributes to the body of knowledge, pertaining specifically to staff turnover issues in micro retail businesses.

## **1.8 Research design and methodology**

This research focuses on micro retail business within the retail industry. The research is deductive instead of inductive. The research design applied is to collect and analyse data collected from respondents in the micro business sector.

### **1.8.1 Research approach**

In an attempt to address the research questions, a quantitative research and qualitative research approach is adopted. Quantitative research is an objective process using numerical data to obtain information, it is deductive and generalisable. The researcher expands this in more detail in Section 3.3.1. There are a number of authors investigating staff turnover issues and most of them use a quantitative research approach. Thus a quantitative research approach has been chosen for this research.

The researcher selected to empirically explore the phenomenon, as it entails researching business and HRM, and requires interaction with people (employees and owners) (Leedy & Ormrod, 2005:105). Due to the fact that the research is empirical in nature, it will follow a positivist paradigm (Kruger, Mitchell & Welman, 2005:6). The positivist paradigm will be used mainly to obtain numerical data from micro retail businesses in Cape Town regarding to staff

turnover and general working conditions. The unit of analysis is employees or owners that are actively involved in their business activities within the micro retail business sector.

### **1.8.2 Data collection method**

This research makes use of both, primary and secondary data. The different methods used to collect primary data in quantitative research are Interviews, observation, and questionnaires (Ghauri & Gronhaug, 2005:121). The primary data for this research is obtained using a questionnaire. Secondary data is used to underline the theoretical background and to support the primary data (Ghauri & Gronhaug, 2005:91). It assists in formulating a clearer picture of the background and problems in the aspects of staff turnover. Secondary data is collected using literature analysis in Chapter 2.

#### **1.8.2.1 Types of research questions in questionnaire and data analysis**

There are three types of questions that can be used to ask participants for their responses or input (Ghauri & Gronhaug, 2005:123). They are:

- Structured – questions and answers are pre-determined.
- Unstructured – questions are more or less pre-determined, the answers are not pre-determined. The respondent can use his/her own words.
- Semi-structured – questions are pre-determined, the answers are pre-determined; the respondent can use his/her words.

For the data analysis, a structured questionnaire has been conducted and based on a 5-point Likert scale. Likert Scales is a five or seven point scale which used to express how much the participant agrees or disagrees with a particular statement (Likert, 1932:55). The detail of the questionnaire design is described in Section 3.3.5.1 and presented in Appendix A.

### **1.8.2.2 Validity and Reliability**

When collecting data from primary and secondary sources, it is critical to ensure the sources are valid and reliable as quality data is core for any credible research study (Boyle, Sokol, & Johnsen, 2009).

In this research, the secondary sources used in the literature review are collected from reputable sources. The electronic data base in the post graduate centre at CPUT is primarily used to search for information. Use is made of well-known online journal databases, such as Emerald insight, for purposes of this research.

Regarding the primary source of information of this research, a questionnaire is used to obtain the necessary data. The questions within the questionnaire are designed based on the secondary data analysis, which is discussed in the literature review in Chapter 2. The questionnaire questions are validated in Chapter 3, Section 3.3.5.1.

Reliability refers to the consistency of a measurement (Bryman, 1995:55). According to Cooper and Schindler (2001:21), there are three reliability testing methods. These include: Test-retest, Parallel forms and Split-half/KR20/Cronbach Alpha. The Cronbach Alpha method is most suitable for questions using the Likert scales.

In this research, the majority of questions use a Likert scale, therefore the researcher chose the Cronbach Alpha method to do the data reliability check. The details of the reliability test are described in Chapter 4, Section 4.2.9.

### **1.8.2.3 Ethical measures**

The researcher obtained the approval of the research ethics committee of the Cape Peninsula University of Technology to engage with human participants. During the data collection process, the researcher handed out information leaflets and letters of consent to each participant to contextualise the objective of the data collection and to ensure that the participants agree to contribute information to the research study (see Appendix J). Furthermore, after the researcher ensured that each participant understood the research objective of the study, the researcher left the premises while the participants completed the questionnaires. The researcher returned to only collect the completed forms a few days afterwards. This is to ensure that the researcher's personal opinion could not influence on the participants' answers to the questions in the questionnaire.

## **1.9 Thesis layout**

The thesis consists of five chapters, a reference list and a number of appendices. The five chapters which are the main body of the thesis are described as follows:

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

Chapter 1 - contains mainly the research topic, provides the background and an overview of the research. A research problem is formulated and thereafter, a research question and sub-questions are stated and summarised in Table 1.1. This table also includes the methodology to the research approach and method to be used with objectives. Thereafter, the research aim, research delimitations and research contribution are discussed. Furthermore, the research design and methodology are summarised, the research approach and data collection process are explained in detail for the easy understanding of the reader.

### **1.9.2 Chapter 2: Literature review**

In Chapter 2 the literature is reviewed that contains topics related to staff turnover in the retail business and specifically, in micro retail business. While conducting the literature review, the issue of staff turnover in micro retail businesses is put into context of this research. Furthermore, research sub-questions 1 and 2, which are formulated in Table 1.1, will be answered in different sections of Chapter 2.

### **1.9.3 Chapter 3: Research design and methodology**

Chapter 3 presents the research design and methodology. The research design is explained to clarify how the research is conducted. Thereafter, the population and sampling method of the research is discussed to describe why and how the research targets are chosen. Questionnaire question design and validation are followed after the sampling method. Lastly, the data collection and the procedure are elaborated upon in order to depict the research data collection procedure.

### **1.9.4 Chapter 4: Research results and interpretation**

In Chapter 4, the collection of data, the analysis thereof and the findings are discussed. The analysis of the research findings is based on the data collected from participants using empirical research in the form of a questionnaire. By conducting the quantitative research, the researcher is able to answer the research sub-questions 3 and 4, which are listed in Table 1.1. A data reliability check is also discussed in the Chapter to ensure the quality of the data. It also includes the interpretation of the findings.

### **1.9.5 Chapter 5: Conclusions and recommendations**

In Chapter 5, the conclusions reached with regards to the recommendations are given. The researcher reviews the research and then revisits the research problem and questions. Based on the work done in Chapters 2 and 4, the research conclusions and recommendations are discussed, in answer to the main research question and to solve the research problem. The researcher summarises the research study and offers conclusions and recommendations for micro retail businesses in the form of guidelines to reduce staff turnover.

### **1.9.6 Reference and appendices**

A reference list follows Chapter 5 and lists all the literature references used for this research. The occasional use of cited text is referenced in foot notes on the page where cited. Ten appendices follow the reference list numbered as Appendix A to J. These are to provide supporting evidence of the research process and particularly to support the analysis conducted in Chapter 4.

### **1.9.7 Summary of chapter**

This chapter provides the background to this research where the focus is on the drivers of high staff turnover in micro retail business in Cape Town South Africa. An overview of research is provided and the research problem formulated. The research questions are then formulated with supporting research methods and objectives for each. The research aim, assumptions and delineation is then provided to steer the research in the chosen direction. This is followed by ethics, validity and reliability. Finally the research method and approach is discussed to form the guidelines for the proposed data collection. The chapter ends off with providing the thesis layout by summarising each chapter.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

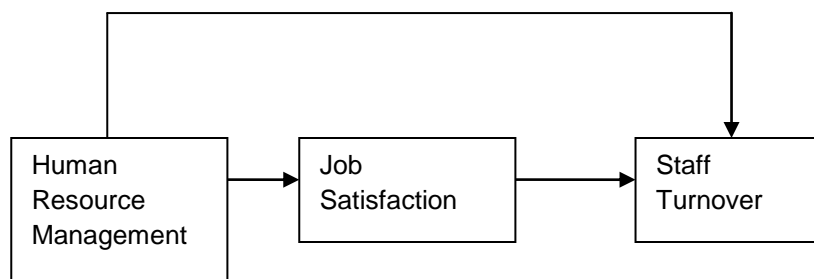
Staff turnover is an important element of the labour market and several studies have been conducted on this area. However, most of the research focuses on large businesses and very few on small or micro businesses (Hutchinson & Quinn, 2006:513). The objective of this chapter is to explore relevant literature on staff turnover within micro retail businesses and to explore the possible drivers thereof. Attaining theoretical background on staff turnover, retail businesses, micro businesses and the status of staff turnover in micro retail businesses is necessary to answer research sub-question 1. These are discussed in Section 2.2. After attaining the theoretical background, the researcher further explores the possible driving factors of staff turnover in micro retail businesses. These are discussed in Section 2.3. The possible factors of staff turnover in micro retail businesses are provided in Section 2.4 and in turn, answers research sub-question 2.

### **2.2 Theoretical background of staff turnover, retail business, micro business and status of staff turnover in micro retail business**

A theoretical background of key elements of the research topic is critical to the research study. The key elements of the research topic are: staff turnover, retail business, micro business and status of staff turnover in micro retail business.

In the next section (Section 2.2.1), staff turnover, job satisfaction and HRM issues are discussed. The relationships between these are depicted in Figure 2.1. Job satisfaction and staff

turnover are directly related, whereas HRM influences job satisfaction and staff turnover (Mudor & Tooksoon, 2011:45).



**Figure 2.1: Relationships between HRM, job satisfaction and staff turnover**

(Source: Mudor & Tooksoon, 2011:45).

### 2.2.1 Staff turnover

Woods (1995:345) defines staff turnover as the filling of a vacancy. Each time a specific post position is vacated either, voluntarily or involuntarily, a new employee has to be hired. This replacement cycle is known as staff turnover. However, Johnson (2010), expresses an alternative view that staff turnover occurs only when employees voluntarily leave their jobs and must be replaced. Abassi and Hollman (2000:333), define staff turnover as the rotation of employee around the labour market, between organisations, occupations and between the status of employment and unemployment.

As mentioned in Section 1.2, voluntary staff turnover refers to employees who have an option to remain in the present employment decide to leave. Involuntary staff turnover occurs when there are factors beyond management's control, such as death or incapacity of employees (Ongori, 2007:49). Staff turnover should not be confused with lay-offs, which involves the termination of the employment of employees because of the employer's decision for example, due to reduced sales or a merger with another company. Staff turnover is calculated as an annual percentage of the total labour force and normally depends on an organisation's policy (Johnson, 2010). Darmon (1990:48), divides staff turnover into four parts, namely: voluntary leaving, dismissals, promotions and uncontrollable leaving.

### **2.2.1.1 Staff turnover rate**

The staff turnover rate is the ratio of the number of employees who have left the organisation divided by the total number of people in the organisation during a certain period. The length of period depends on an organisation's internal rules, usually one year (Price, 1977:15). Most organisations simply calculate their staff turnover rates on a monthly or annual basis. The calculation formula is as follows: Total number of leavers over a certain period, divided by the total number employed over the same period as a percentage. The total figure includes all leavers, including those who left involuntarily due to dismissal, redundancy or retirement (Johnson, 2010).

According to Michael and Terry (1993:57), the staff turnover rate can be calculated as follows: the number of employees remaining in a business, divided by the total number of employees over a certain time period. The length of the time period depends on the company policy. The following simplified formula expresses the percentage staff turnover rate over a period of time:

$$\text{Staff turnover rate} = (x - y)/x * 100$$

Where x = Total staff (over time period); y = Staff loss (over time period)

### **2.2.1.2 Job satisfaction**

Job satisfaction is someone's feeling or state of mind regarding their work (Mudor & Tooksoon, 2011:42). Job satisfaction can be briefly defined as a person's response to the job within a working environment. Studies reveal that job satisfaction and staff turnover have a direct relationship (Karakowsky & Mcbey, 2000:136). Salary and job enrichment relates to job

satisfaction as well. It is found that job dissatisfaction leads to staff turnover intentions, which could be a consideration of leaving employment (Camps & Luna-Arocas, 2008:29).

Hendrie (2004:435) also finds that employees who are dissatisfied will have intentions to leave their employment that could affect staff turnover. Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. It could be associated with personal feelings such as, lack of achievement (Mullins, 2002:646).

### **2.2.1.3 Relationship between staff turnover and job satisfaction**

Porter and Steer (1973)<sup>1</sup> cited by Gillian, Norma and Sandra (2005:168), suggest that most of the time an employee intends leaving employment after experiencing dissatisfaction. Lyman and Richard (1991:312), express a similar view, once employee experiences dissatisfaction, the following logical step is the thought of resigning. Following several other steps, such as searching for a new job, balancing the cost of losing a current job, may be the last step prior to resignation.

Employees, who become dissatisfied and lose their organisational commitment, start to consider leaving their employer. Some employees leave immediately, while others search for an alternative position in order to reduce the cost of resigning. After they find an alternative, they then resign from their current job (Hendrie, 2004:435).

Gillian *et al.*, (2005:169), reports specifically from an employee's point of view and suggests the lack of fulfilment of an employee's initial job expectation eventually leads to job dissatisfaction. This encourages staff turnover. Hendrie (2004:435) proposes that dissatisfaction of an

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<sup>1</sup> Porter, L. and Steer, R.1973. Organizational work and personnel factors in employee turnover and absenteeism. *Psyhychological bulletin*. 80(1973):151-76.

employee's current job provides thinking about resigning and causes the employee to search for suitable alternatives.

#### **2.2.1.4 Relationship between staff turnover and HRM**

The concept of staff turnover is one type of individual behaviour and falls within the staffing organisation issue, which is part of human resource management (Mullins, 2002:22). Therefore, in order to understand staff turnover, it is necessary to explore human resource management.

Human resource management is the collective term used for employing people and managing people within an organisation. People who work in a business play a major role to ensure the business is successful (Co, Groenewald, Mitchell, Nayager, Van Zyl & Visser, 2006:186). Within HRM, there are two key factors:

- employing the right person.
- keeping the right employees employed.

The authors further state the consequence of either of these two factors failing, usually leads to staff turnover. If the wrong person is hired in the first place, the employee will find it difficult to perform and will either resign or be dismissed at some point. According to Bush, Bush, Ortinau and Hair (1990:121), ineffective job performance will lead to job dissatisfaction and staff turnover. Furthermore, if employees are not satisfied with what the job offers them, they will most probably resign.

Human capital is essential for small businesses. Putting employees first is a key aspect of business success (Siropolis, 1997:505). According to Maslow's<sup>2</sup> hierarchy of needs, Siropolis (1997:505) applied human needs in a working environment, depicted in Table 2.1. Maslow's hierarchy of needs theory identifies five needs and these are: physiological, safety, love, esteem

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<sup>2</sup> Maslow, A. H. 1954. Motivation and personality. New York: Harper & Brothers.

and self-actualisation. Once the lower need has been satisfied, the higher need will demand satisfaction.

**Table 2.1: Human needs in working environment** (Source: Siropolis, 1997:505).

<b>NEEDS</b>	<b>WAYS TO SATISFY NEEDS</b>
Physiological	Pay
	Breakfast or lunch programs
Safety and Security	Pensions
	Seniority
	Company benefit plans
Belongingness and Love	Work teams
	Coffee breaks
	Company picnics and social events
Esteem	Independence
	Responsibility
	Pay as symbol of status
	Prestigious office location
Self-actualization	Challenge
	Potential

The author gives an example, in the working environment, when a basic need such as remuneration is satisfied, the following higher level needs such as company benefit plans, company picnics and social events need to be satisfied. If the higher level need cannot be satisfied, it could lead an employee to have thoughts of resignation. An important function of human resource management is to satisfy employee's needs in order to keep the right people in the job and to avoid staff turnover.

#### **2.2.1.5 HRM characteristics for the management of micro businesses**

Management of micro business is defined as highly centralised decision making and management by intervention rather than by exception. The characteristics thereof, include a lack of empowerment and slow response to changing business conditions. For small businesses, owners or managers, have to make decisions personally. Micro management is used extensively and therefore, could be a factor leading to staff turnover (Barcala, *et al.*, 1999:337).

The quality of management in an organisation may affect both business performance and staff turnover (Chevalier, Siebert, Viitanen & Zubanov, 2006:4). According to Barrett and Mayson (2007:309) supported by Massey (2004:95), there are frequently word-of-mouth and other informal recruitment processes in small businesses. Performance appraisal practices in small businesses tend to be informal and continuous. These are often used for monitoring and control, rather than for developmental purposes. In growing small businesses, there is pressure on small business owners or managers to delegate HRM responsibility. This will depend on the owner or manager's management style and personality. Small business owners who are unable to change their style act as barriers to the growing of their businesses.

After understanding the theoretical background elements of staff turnover, the next key element of the research topic is micro business, which is discussed in the following section (Section 2.2.2)

### **2.2.2 Origin and size of micro businesses**

According to Siropolis (1997:3), the definition of any size of business depends on the following aspects: total assets, total cash, inventory, owner's equity, total investment made by investors, annual sales revenues and the number of employees. Siropolis further emphasizes that the number of employees is the most important key aspect to define business size. According to March and Simon (1958)<sup>3</sup> cited by Hendrie (2004:435), the size of an organisation influences an employee's decision to leave their employment. Micro businesses in Bangladesh for example,

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<sup>3</sup> March, J.G. and Simon, H. A .1958. Organizations, New York: John Wiley & Sons Ltd.

contribute 86% to their country's Gross Domestic Product (GDP), (Ahmed & Chowdhury, 2009:2). The South African Government introduced SMMEs with the main purpose for job creation, poverty alleviation and to boost of the National economy (Blignaut, Joubert & Schoeman, 1999:21).

#### **2.2.2.1 International classification of micro businesses**

In the United States of America (USA) the definition of business size is set by the Small Business Administration (SBA) Size Standards Office. A micro business is classified as having annual receipts of \$6 million for most retail and service industries and \$12 million of receipts for all special trade contractors (Ahmed & Chowdhury, 2009:2). In Australia, a micro business is a business with less than five employees and normally includes self-employed individuals (Australian Bureau of Statistics, 2013). In Egypt, a micro business is a business with one to four employees (Ministry of Foreign Trade of Egypt, 2003). According to the Department of Trade and Industry from Philippines (2013), a business with one to nine employees is classified as a micro business. According to the Micro, Small and Medium Enterprises (MSME) Development Act of India (Directorate of Industries and Commerce, 2006), investment is a key characteristic to classify micro businesses. A micro business therefore has an investment of under 2.5 million Rupees (USD 50000) for a manufacturing sector and an investment of under 1 million Rupees (USD 20 000) for a service sector.

#### **2.2.2.2 South African micro businesses**

According to South Africa National Small Business Act no102 (1996), the definition of a micro business is based on the total number of full-time employees and the total annual turnover. Micro businesses have fewer than five full-time employees and the total annual turnover of less than R300 000. This definition is applied to all industry sectors, which includes retail (South Africa, 1996:2).



The research title refers to factors driving staff turnover issue in micro retail business; therefore, understanding the retail business environment is critical to the research study. The topic of retail business is discussed in the flowing section (Section 2.2.3).

### **2.2.3 Retail business sector**

Retail is the sale of goods or commodities in small quantities directly to consumers. It is a people-oriented business and deals with consumers directly (Seitz, 2004:2). In most countries, the retail sector employs a large number of people but also experiences high staff turnover. To put retail into perspective, the retail sector is the largest sector of the private economy in the United Kingdom (Hart, *et al.*, 2007:273). In South Africa, the retail sector entails 23.4% of the labour force and 3.18 million people are working in retail fields (South Africa Retail Council, 2008:8). It is reported that retail has a major influence on local economies. Retail therefore, provides jobs for many hundreds of thousands of people, with their experiences varying from small local businesses to larger businesses (Hart, *et al.*, 2004:195).

#### **2.2.3.1 Working conditions in the retail business**

In the retail sector, low remuneration rates and unsocial working hours are common. These aspects can have a negative effect on retail jobs from an employee's perspective. This means that many people do not wish to work on a permanent basis in this sector because of the aforementioned low wages and poor working conditions (Hart *et al.*, 2007:278).

Retail businesses in many parts of the world have become primarily composed of part-time and female staff (Hart, *et al.*, 2004:195). Traditionally, females are considered to be gentle and to put the needs of their families before other needs (Boohene, *et al.*, 2008:240). Therefore, if families need their attention, the assumption is that they would probably resign their jobs. This situation increases the possibility of staff turnover in the retail businesses (Doherty, 2004:434). As

mentioned, the retail sector has traditionally been associated with low skills and low wages. There is also the perception that no special skills are needed to be employed in the retail business, therefore, most employees in retail to be employed in a retail business. Furthermore, low levels of education are also perceived.

Retail employees have day-to-day contact with customers and fundamentally affect a customer's loyalty to a business (Bhoola, 2008:16). The retail business is characterised by factors such as, unsocial working hours, a variety of variable working requirements across days and weeks, and the need to deal with difficult customers. These factors could have an impact on individual's private lives in terms of work, life balance and social status (Vather, 2008:11).

As previously discussed in the introduction of this chapter, the objective of this chapter is to conduct a literature review to explore possible factors driving staff turnover in micro retail business. To achieve the aim and objectives, understanding the concept of staff turnover in retail and micro retail businesses are important.

#### **2.2.4 Staff turnover in international retail business**

According to a Confederation of British Industry (CBI) (2005) survey<sup>4</sup> cited by Chevalier, *et al.*, (2006:3), the average staff turnover in the UK is 15.7% annually. In the UK clothing retail sector, the staff turnover levels in excess of 50% per year (Chevalier, *et.al*, 2006:4). According to Curtis and Wright (2001:59), there are substantial variations in staff turnover levels for different industries. In retailing businesses around 19% of employees voluntary resign each year.

In Asia, a higher level of staff turnover is being experienced in the retail business which places additional pressure on retaining good quality staff. In Hong Kong, the retail sector is at the top of the list regarding higher level of staff turnover. For the year 2008, the retail business recorded its highest yearly turnover rate of 36.7%. In Singapore for example, the turnover rate for retail

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<sup>4</sup> Confederation of British Industry. Who cares wins: absence and labour turnover survey 2005. London: CBI 2005.

business reached 25% (ACRS, 2009:6). The staff turnover rates for micro retail businesses are not clear and could not be found.

The staff turnover rate also changes due to the economic climate. In the UK 26% of employers made more than 10 people redundant in 2008, this was 4% higher than in the 2007. By contrast, the number of organisations implementing recruitment freezes increased from 21% in 2007 to 30% in 2008 (Johnson, 2010).

Surveys of staff turnover, carried out by the United Kingdom (UK) Chartered Institute of Personnel and Development, indicated that the highest levels of staff turnover in the UK are typically found in retailing and among other lower paid private sector service groups. Voluntary staff turnover is 16.4% for the retail sector (Chartered Institute of Personnel & Development, 2010).

According to the UK National Statistics, retail businesses has an annual staff turnover of 40% across the sector. 2009 to 2010 has officially been declared as a recessionary period, however retail businesses provided approximately 66,000 jobs. This data refers to large and medium-sized retailers only (Skill Smart Retail, 2009). Many businesses were placed under administration or closed down during the first three months during that period. Just over a tenth of these job losses were due to retail businesses closing.

#### **2.2.4.1 Staff turnover in international micro retail business**

Conducting research within micro retail businesses is generally difficult as the person most likely to be able to provide any information required is the owner or manager. To engage in such research is problematic for at least two key reasons, it may be poorly timed due to business reasons and , the participants often perceive research into their business as being threatening

and a critique of their business practices (Byrom & Pioch, 2004:223). According to the UK Office for National Statistics, very little information is available (Skill Smart Retail, 2009).

## **2.2.5 Staff turnover of retail business in South African**

New Clicks CEO David Kneale stated: "Most retailers have a high level of staff turnover." (Planting, 2009). According to the Shoprite Holdings annual report (2010), which is the biggest supermarket retailer in South Africa, the retail business average staff turnover rate is between 20% and 25%. According to the Shoprite Holdings Annual Report, from July 2009 to June 2010 the staff turnover of Shoprite Holdings was 15.4% and from July 2008 to June 2009, it was 14.5% (Shoprite Holdings, Annual Report, 2010). Similar statistics are found in the Clicks Annual Report (2007), that staff turnover was 20.2% in 2007, which is lower than the average 23.4% and 23.9% respectively. The Foschini Group Annual Report (2010) reveals that their total average staff turnover rate (excluding contractors) in 2010 was 33%, compared to 74% in 2009. Pick 'n Pay is one of the biggest retailers in South Africa and according to the Pick 'n Pay Annual Report (2010:19), staff turnover was 9.11%, which is under the average, and their 2009 staff turnover was 11.75%. In the financial years 2008/2009 and 2009/2010, staff turnover of Woolworths Holdings decreased from 35% to 27% (Woolworths Annual Report, 2010).

### **2.2.5.1 Staff turnover of micro retail business in South African**

There are limited data available regarding to the micro retail business sector in South Africa. However, there are some statistics available from surveys conducted by Statistics SA that refers to the retail and whole sale business categories (Statistics SA, 2005). Amongst them, only one survey contains information on the micro retail business category. The business size of micro

retail businesses used is completely different from that given by the South African Department of Trade Industry (Statistics SA, 2005).

Statistics SA simply uses an annual revenue of under R4 million as the definition of a micro retail business (Statistics SA, 2005). In contrast to the official definition, the number of employees in micro retail businesses is not taken into consideration. Furthermore, the survey gives information about the number of employees being employed and the average annual revenue, but no data relating to staff turnover.

After gaining an understanding of the status of staff turnover both internationally and in South Africa, it is also essential to explore the effects of staff turnover in the micro retail businesses. It is important to identify all the impacts of staff turnover on micro retail businesses to assist the researcher to understand the staff turnover issue within micro retail business.

#### **2.2.6 Effect of staff turnover in the retail sector**

The effect of staff turnover is two-sided. On the one hand, staff turnover is costly. On the other hand, staff turnover could provide opportunities for internal promotion, but only in large organisations. Should staff turnover be due to poor performers leaving, then the organisation may benefit (Peerbhai, 2007:52).

Staff turnover could have more negative effect factors such as product quality and customer service, which in turn can have a poor influence on business growth or even cause a decline in the level of business (Curtis & Wright, 2001:59; Massey, 2004:96). The costs of staff turnover are difficult to estimate. To get some indication of such cost, an employer can add up the most obvious expenses such as advertising, recruitment and training associated with staff turnover. These are however, only part of the staff turnover costs as there are other costs which are

difficult to calculate. These are lost or delayed production, low morale resulting in low productivity, and lost customers (ACAS, 2004).

Staff turnover can have a serious influence on productivity, quality and profitability for any size of organisation. According to Johnson (2010), the cost of turnover varies in relation to the level of the job to be performed; the more higher level the job, replacement costs will increase to fill the job. The U.S. Department of Labor estimates that it costs approximately 33% of a new recruiter's salary to replace an employee.

According to Johnson (2010), the major categories of costs of staff turnover are as follows:

- Administration related to the resignation
- Recruitment costs
- Selection costs
- Cost of covering during the period in which there is a vacancy
- Administration of the recruitment and selection process
- Induction training for the new employee.

Many of these costs are made of administrative functions such as staff time management (or opportunity costs), but direct costs are advertisement and agency costs recruitment process.

According to Curtis and Wright (2001:59), the cost to replace employees can be high: the cost of recruiting new staff can be up to 150% of the annual salary for key staff. In addition, there are the losses of skills, knowledge, experience and investment costs in training. These costs can be categorised as follows:

- Separation costs (administration time, pay for leave not taken, time for exit interviews and manager's time)
- Temporary replacement costs (overtime, agency fees, administration time and training)
- Recruitment and selection costs (advertising, agency fees, administration time for processing applications, conducting interviews and administering selection tests)
- Induction and training costs.

According to ACAS (1994), the costs of staff turnover are very difficult to calculate but can be categorised as:

- Additional staffing or overtime payments to alleviate shortages
- Disrupted production
- Work interruptions
- Decreased production output due to new staff's inexperience
- Increased turnover of remaining staff that feel pressured and overworked
- Damage to company's reputation.

#### **2.2.6.1 Effects of staff turnover in retail business**

Staff turnover can have a positive effect if under-performing employees leave (Johnson, Griffeth & Griffin, 2000:401). The effect of higher levels of staff turnover is costly, because the retail industry employs about 11% of the total UK workforce. According to the reports from the Chartered Institute of Personnel and Development (2010), retailing is one of the industry sectors with the highest rates of staff turnover in the UK.

Fast growing retail businesses often suffer from micro management. This is due to managers or owners failing to adapt their behaviour and practices to the changing of their business. Numerous studies of retail businesses revealed that staff turnover impact business performance (KPMG, n.d.).

#### **2.2.6.2 Effects of staff turnover in micro retail business**

Micro retail businesses have three basic aspects to their operation: specialisation, location and service (Barcala, *et al.*, 1999:336). The later made retailer aware of the relation between the services provided to customers and customer satisfaction. Micro businesses, staff turnover presents the challenge of having sufficient staff to fulfill daily functions, beyond the issue of how well the work is done, when staff is available (Johnson, 2010). Similarly, in micro retail business

employees are key staff; they deal with customers, provide services to customers and generate daily revenue. Without them, businesses cannot run smoothly. Up to this point, the literature has revealed aspects of the trends of staff turnover within retail businesses. It is now important to explore the factors driving staff turnover.

Research sub-question 1 is formulated as: **What are the current staff turnover factors in retail businesses?** The researcher explored relevant literature to identify various factors on current research to provide insight and serve as a basis for the remaining research sub-questions.

## **2.3 Factors driving staff turnover**

Factors driving a high level of staff turnover can be internal or external. They are discussed in Section 2.3.1 and Section 2.3.2. The factors that can be controlled by employers are deemed as internal. The reasons that are out of control of employers are deemed as external (Hendrie, 2004:434; Karakowsky & Mcbey, 2000:137; Gustafson, 2002:107).

### **2.3.1 Internal factors for staff turnover in the retail sector**

Five internal factors for a higher level of staff turnover are: poor training, working conditions, management practice, rate of pay, recruitment and selection process.

- **Poor training**

There is a correlation between increased levels of employee training and decreased staff turnover (Barcala, *et al.*, 1999:335). Training promotes a high degree of job satisfaction and reduces work stress which in turn, leads to staff retention. Most managers continuously ignore the value of training. It is therefore de-motivating when a new employee starts a new job without receiving proper training (Michaels, 2010).



- **Working conditions**

According to Zuber (2001:147), staff turnover is also related to organisational stability and working conditions. This implies that an employee is more likely to stay when there is a predictable work environment, and the organisation is stable. In organisations where there is a high level of inefficiency, there is also a high level of staff turnover (Alexander, Bloom & Nuchols, 1994:508). Some particular types of work create more staff turnover due to work stress. Most South African retailers operate between ten and twelve hours daily, seven days a week. This might contribute to a higher level of staff turnover, as mentioned before, because it influences the personal social life of people (Hart *et al.*, 2007:195).

- **Management practices**

It is found in literature before; most staff turnover can be traced directly to management practices. Staff turnover tends to be higher in environments where employees feel helpless or unimportant. Here they feel they are taken advantage of or where they feel undervalued and are ignored. Clearly, if managers are impersonal, arbitrary, and demanding, there is a greater risk of staff turnover. Management policies may also affect the direct environment such as employee benefits or whether the company is responsive to employees' needs (Michaels, 2010). As mentioned in Section 2.2.1.4, Maslow's hierarchy of needs, state when employee's lower needs have been reached, they will then be looking for higher needs to be satisfied. Therefore, management policies should aim to balance the needs of employees.

Employees have a desire to work in a stable work environment and it also includes having a strong need to be kept informed (Ongori, 2007:50). Businesses that do not have good communication systems in place could experience staff turnover (Gustafson, 2002:107). In addition, it has been found that employees react favourably and stay longer in positions, if they are informed about issues which affect their working environment (Gustafson, 2002:107).

When employers expect unachievable results from employees, employees will feel they are working in an unfair environment. This situation is very likely to result in staff turnover (Michaels, 2010). High expectations are often raised during the recruitment process leading people to compete for such position. They could accept jobs which they are actually unsuitable for. A lack of opportunities for advancement and the lack of recognition of employee achievement can both lead to job dissatisfaction and become the reason of staff turnover (Gustafson, 2002:107).

- **Rate of pay**

When employees are paid the lowest rate within the industry, it is likely to result in dissatisfied staff and might result in a higher level of staff turnover (Michaels, 2010). The prospect of receiving a higher salary elsewhere is one of the most common reasons for voluntary resignations.

It is stated that if high staff turnover persists in certain jobs and businesses due to an atmosphere in which employees look for reasons to leave, remuneration is a convenient justification to leave employment (Gustafson, 2002:107).

- **Recruitment and selection process**

Poor recruitment and selection processes are probably reasons for staff turnover, as discussed previously on HRM aspects. Informal recruitment programs could attract the wrong employees. They will seldom stay long, either, they will resign or be dismissed (Co *et al.*, 2006:186).

### **2.3.2 External factors driving staff turnover**

- **Unemployment rate**

There is a strong negative correlation between staff turnover level and unemployment rates. When unemployment rates decrease, staff turnover rates increase (Hendrie, 2004:435). Research done by the Chartered Institute of Personnel & Development confirms that high staff turnover level are found where unemployment is at its lowest and where it is unproblematic for people to secure desirable alternative employment (Chartered Institute of Personnel & Development, 2010).

- **Employee personal interest and status**

According to Muchinsky and Tuttle (1979:48), there are several factors which influence staff turnover. The factors are:

- an individual's personality such as their interests, aptitudes and abilities;
- an individual's attitude, such as their level of moral and the opinions they have regarding the organisation;
- an individual's family and marital status; and
- age and gender.

- **Other external reasons**

There are other external reasons for high levels of staff turnover such as skill shortages, supply and demand, improved rewarding packages for employees or the high cost of living in the country. Economic environment changes can possibly be an external reason for staff turnover. These are some of the difficulties employers have to contend with (Hendrie, 2004:434).

### **2.3.3 Factors driving staff turnover in retail business**

According to Doherty (2004:435), employees employed at retail businesses normally fall within the category of low wages and long working hours. It is found that the retail industry working hours is from Monday to Sunday. Public and private industries are from Monday to Friday. This sector therefore, demands long hours of work. This has an impact on an employees' private life in terms of work, life balance and social status (Vather, 2008:11).

Hart, *et al.*, (2004:195), express a similar opinion that employees are employed at low wages and unsocial working hours. This is coupled with a variety of working requirements, cross days and weeks. Additionally, they have to deal with difficult characteristics in the retail business where the proportions of women who are employed are higher than is the case for men. For example, it is reported that more than half (59%) of retail employees in the UK are females and 64% in the West midlands are women (Skill Smart Retail LMI Report, 2009). This indicates that these proportions may vary by location. Many of these women are balancing a significant work load against family duties. Some women may choose to leave a company because they cannot achieve this balance. These factors are a possible drives to higher staff turnover rates for women, than for men in many businesses (Skill Smart Retail LMI report, 2009).

## **2.4 Possible factors driving staff turnover**

From the literature review, the unique characteristics of factors driving higher levels of staff turnover in retail businesses are identified as:

- long working hours;
- poor training;
- informal management practice;
- relatively poor physical working conditions;
- low remuneration;
- informal recruitment and selection process; and
- family responsibilities of female employees.

Furthermore, from the literature review, characteristics most probably driving staff turnover in retail businesses are discussed. However, there is limited literature found with regard the cause of staff turnover in micro retail business. Therefore due to the similarity, the above factors could be the causes driving staff turnover within micro retail businesses as well.

Thereafter, the researcher explores the possible factors for staff turnover in retail businesses. The factors for staff turnover in retail businesses can most probably be applied to micro retail businesses as well.

Research sub-question 2 is formulated as: **What are the possible factors driving staff turnover in micro retail businesses?** The researcher found the most relevant literature on possible factors that could drive staff turnover in micro retail businesses, by exploring the only available literature found in larger businesses.

## **2.5 Conclusion**

In this Chapter, the first two research sub-questions identified in Table 1.1 were investigated by conducting an in depth literature review. The stated objectives of the research sub-questions are also satisfied. The seven factors identified will be further examined in the empirical study of Chapter 4 to ascertain the extent to which these apply to the micro retail business sector.

Chapter 3 is devoted to the research design and methodology used to enable the researcher to conduct the empirical investigation.

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

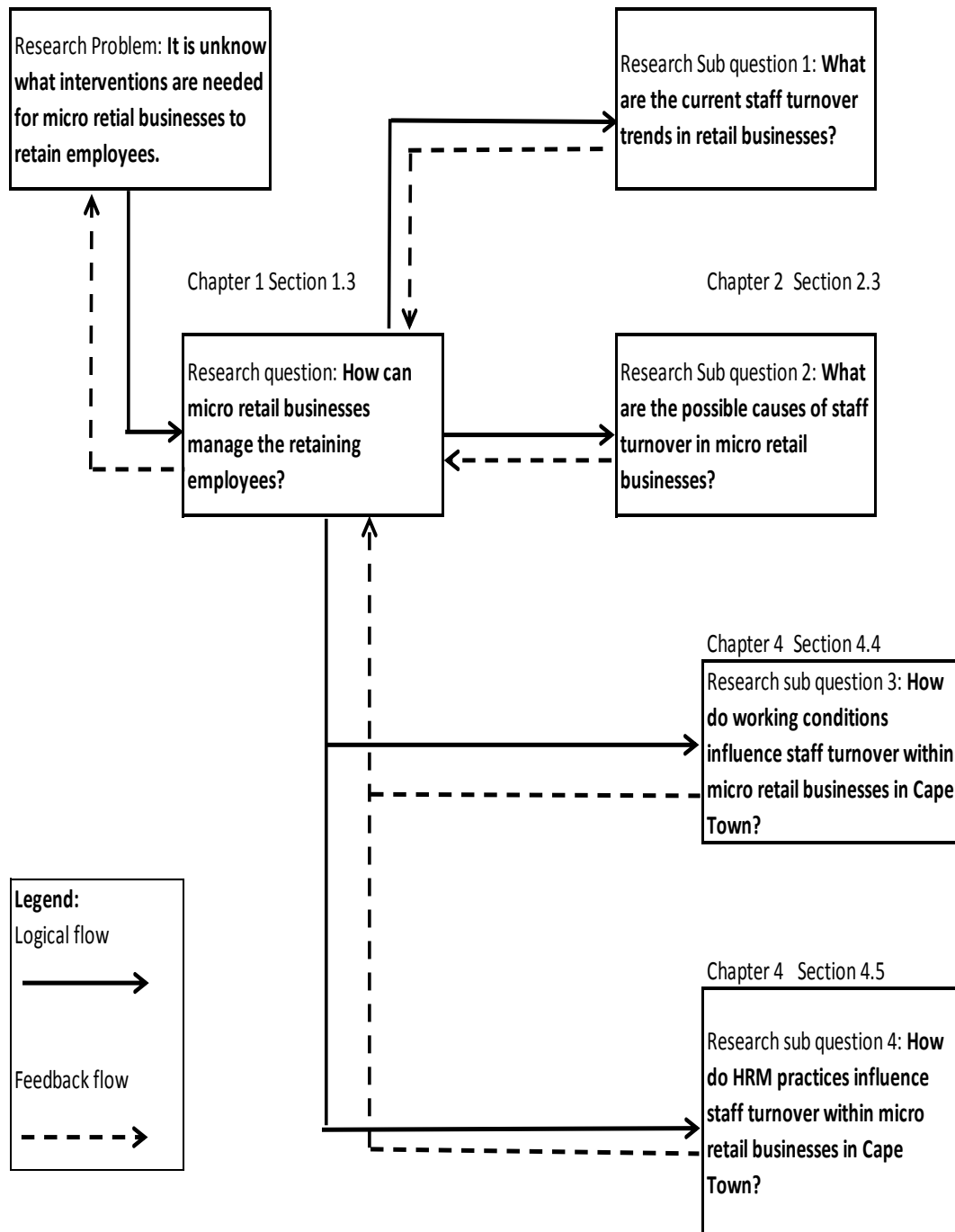
Research design and methodology are essential aspects to the success of any research study. In this chapter, the researcher presents the details of the research design and methodology required for this research. The research design and methodology particular applied to the context of this research, which is the staff turnover issue within micro retail businesses in Cape Town, South Africa. This chapter begins with the background to the research design in Section 3.2. This assists in the understanding of the logical relationship between the research problem, research question and research sub-questions in various chapters of this thesis. Figure 3.1 provides a high level logical flow of these elements. The research design includes population, the sampling method and data collection method of the empirical research, discussed in Section 3.3. This is followed by the data collection process, which is discussed in Section 3.4. A conclusion is provided drawn for this chapter in Section 3.5.

### **3.2 Background to the research design**

Due to the nature of this research, substantive work had to be done in Chapter 2 as part of the literature analysis, to enable the researcher to answer research sub-questions 1 and 2. These

were formulated in Section 1.3, but also depicted in Figure 3.1. The third and fourth research sub-questions are dealt with in the empirical work of Chapter 4. The research design described later in this chapter encompasses the research procedure followed.

Figure 3.1 depicts where the research problem, research question and research sub-questions formulated in Chapter 1 (Section 1.3).



**Figure 3.1: Logical flow of research problem, research question and research sub-questions**



Furthermore, in Figure 3.1 it can be deduced where research sub-questions 1 and 2 have been answered in Sections 2.2 and Section 2.3 respectively. Sub-questions 3 and 4 are dealt within Chapter 4 (Section 4.5). To emphasize again, the main thrust of this research is to understand the factors driving staff turnover in micro retail business in Cape Town, South Africa. The researcher therefore, not only explores the staff turnover status locally, but also internationally. Once all 4 research sub-questions have been dealt with the main research question can be concluded, thus satisfying the research problem set out and referring to Table 1.1.

### **3.3 Research design**

By way of an introduction, the research design has to be convincing when dealing with issues under different conditions. It has to be grounded on clearly framed problems. The research design also has to have a clear sense of research purpose (Lankshear & Scholar, 2010). According to Yin (1994:19), the research design can be defined as the logical sequence that connects the empirical data to a study's initial research question. It is an action plan to conduct the research. It must also describe what the researcher plans to do with the participants to reach conclusions about the research problem. It is therefore, the plan and structure of investigation to obtain evidence to answer research questions (Schumacher & McMillan, 1993:31). A good research design should further be based on a research problem or issue, followed by well formulated research questions and should use an appropriate approach to collect and analyse data. Furthermore, Trochim (2011) suggests, a good research design is based on theories, reflecting the setting of the investigation and at the same time, have to be feasible and efficient. The research design will inform the thinking and lay the foundations for conducting the research.

The researcher considered the concepts discussed above, adopted these taking cognisance of the importance thereof, by selecting an appropriate research design to support the reason to conduct this research. For example, in-depth literature necessitates the researcher to apply logical thinking to formulate appropriate research questions. To this end, the researcher could not find any evidence of research conducted on micro retail businesses, especially on staff matters in the literature. The only evidence of research found on staff turnover issues is applicable only to larger businesses and this aspect had to be used as a *first approximation* to

formulate this research design and method. The researcher could then formulate appropriate research sub-questions to investigate the micro retail businesses – provided in Table 1.1.

### **3.3.1 Research paradigm**

Due to this research being empirical, it relies on the positivist research paradigm (Kruger *et al.*, 2005:6). The positivist research paradigm relies upon experimental research and is used mainly to obtain numerical data, in this case, from micro retail businesses that may be affected their staff turnover.

The unit of analysis is employees and business owners that are actively involved in their business activities within the micro retail business sector.

In conclusion, answering the four research sub-questions could not be dealt with in a linear sequence. The researcher had to opt for a research design procedure that could accommodate answering the research sub-questions in different chapters.

### **3.3.2 Overview of research methods**

There are two main approaches to conduct research namely, quantitative research and qualitative research methods. Quantitative research is an objective process using numerical data to obtain information, it is deductive and generalisable. Quantitative research produces hard and generalisable results, whereas qualitative research produces soft results (NORR, 2012). Quantitative research is used to describe the research objective exploring possible correlations and does not involve changing or modifying the situation under investigation (Leedy & Ormrod, 2005:206). A quantitative approach is therefore, a study of observable human behaviour and aims to uncover general laws of relationships that apply to all people and at all times and usually uses numbers as data bases (Bowen, 2005:211). In contrast, qualitative research is subjective, inductive and not generalisable, using words to obtain information (Bowen, 2005:211). A qualitative approach is not concerned with the description of the phenomena but with experiencing these phenomena, usually using words as data (or evidence) and focusing on the

experiences of human behaviour. It provides in-depth and detail to reflect better understanding of the phenomena and lived experiences.

### **3.3.3 Research methodology**

Literature reveals that authors mostly investigated staff turnover issues or related aspects such as job satisfaction using a quantitative design to deal with their respective research problems. In a similar way, this researcher postulates that the research warrants a quantitative approach, rather than a qualitative research approach.

According to Bhoola (2008:55), inductive reasoning is a logical process of establishing a general proposition of observation on particular facts. This author explores the retail sector and attempts to ascertain the stability and quality of employment. A quantitative research design is selected by the author and a structured questionnaire is used to gather data.

Using an example from literature, Swanepoel (2008:33) aims to determine the impact of open management on employee turnover in small information technology firms in SA. In this case, a quantitative research method was used. Yet another author uses a quantitative research approach to ascertain the reasons for staff turnover in the hardware retail industry (Vather, 2008:23). Finally, Peerbhai (2007:55) uses a quantitative research approach for determining job satisfaction in IT SMEs.

As mentioned before, initially in Chapter 1 (Section 1.2), this research focuses on the drivers of staff turnover in micro retail businesses in Cape Town, South Africa. The uniqueness of this research is the exploration of a specific category of retail - the micro retail industry. As mentioned this research is quantitative rather than qualitative (Lodico, Spaulding & Voegtle, 2006:5). This research is empirical in nature as it entails research of business HRM, and requires interaction with people (Leedy & Ormrod, 2005:105).

### **3.3.4 Selection of participants**

Collis and Hussey (2003:55) define a target population as a set of people or a collection of items which is under consideration that researchers ideally would like to use to interpret their results. For this research, the micro retail businesses in Cape Town, South Africa, are the population of the research. The retail shop employees as well as owner managers will be approached to be the participants. This is in accordance with McMillan (2000:103) stating a population is the study object consisting of elements such as groups, organisations, human products and events, or the conditions under which they are exposed.

### **3.3.5 Sampling Method**

According to Kalton (1983:7), a sample is part of a population. A sampling frame is a list of sampling units in the population from which the samples are drawn (Lohr, 2009:3). Two main sampling frames are probability samples and non-probability samples. In probability sampling any member of the population could be included in the sample whereas, in non-probability sampling, some members have no chance of being included (Kalton, 1983:8-10). There are various non-probability sampling methods which are accidental sampling, quota sampling, purposive sampling, snowball sampling, self-selection sampling and convenience sampling.

#### **3.3.5.1 Sample method selected**

According to Watkins (2010:56), purposive sampling is used for a specific *purpose* for instance, choosing participants who represent diverse perspectives on a problem. For example, Bruwer (2010:30) applied purposive sampling for retail businesses where the author aimed to establish financial performance measures from accounting resources in Cape Town, South Africa.

For this research, purposive sampling is selected as the research focuses on the group of people (unit of analysis) who are employed and involved in some way, in staff turnover within micro retail businesses. As stated in Section 3.3.4, micro retail businesses are the target sample used in this research.

#### **3.3.5.2 Selection of samples**

Micro retail businesses are needed to provide informants for this research in the Cape Town area according to the delineation of this research (Section 1.6). According to Bhoola (2008:25), shopping centres can be classified as either, regional shopping centres or convenience shopping centres. Regional shopping centres provide shopping goods such as general merchandise, apparel, furniture, and home furnishings in full depth and variety. Furthermore, regional shopping centres are built around main-line department stores and cover between 6 000 and 8 000 square meters.

In contrast, convenience shopping centres provide convenience goods and services. These shopping centres cater for busy one-stop shoppers and provide services needed by consumers who are normally from the immediate area or neighbourhood. Convenience shopping centres are built around supermarkets and cover between 1 000 and 5 000 square meters. Samples have been chosen from different shopping centres, where micro retail outlets are concentrated, according to the rules categorising micro businesses (Section 2.3.2).

#### **3.3.6 Data collection method**

This research accommodates both, primary and secondary data. In Chapter 2, secondary data is obtained by means of literature review and analysed to answer sub-questions 1 and 2. In Chapter 4, the researcher collected original data from participants to address with sub-questions 3 and 4.

The different methods that can be utilised to collect primary data are interviews, observation, and questionnaires (Ghauri & Gronhaug, 2005:121). The method utilised in this study to collect the primary data is a structured questionnaire. The questionnaire is discussed in Section 3.3.7 and is available in Appendix A.

### **3.3.7 Questionnaire**

A questionnaire is a list of carefully selected and structured questions. The aim is to establish what the target group of participants do or think (Watkins, 2010:67). Furthermore, researchers summarise the responses with percentages or other statistical indices to draw conclusions. Leedy & Ormond (2005:196) express the opinion that a questionnaire should have a simple design and pose a series of questions to participants. The researcher can then summarise the responses with percentages, frequency counts and other scientific statistical indices. Finally, conclusions can be drawn about a particular population from the responses given by the sample. As mentioned in Section 1.8, the researcher posed questions to participants in order to address sub-question 3 and 4. A structured questionnaire is applied in this research to ensure consistency when asking participants questions, all participants being employed in micro retail businesses and performing similar tasks (jobs). The questions contained in the questionnaire are based on evidence from the literature reviewed in Chapter 2.

The questionnaire is designed on a five-point Likert scale (Likert, 1932:55). There are a number of advantages of using a Likert scale, as they are easy and quick to construct. Furthermore each item meets an empirical test for discriminating but also provides an increased volume of data. According to Dawes (2008:61), compared to a ten-point scale, a five or seven-point scale may produce slightly higher scores relative to the highest possible attainable score, but this difference is statistically significant, and five scale levels are often used. According to Emory and Cooper (1995:180-181) the advantages of using a Likert scale includes easy and quick construction where each item meets and empirically test for discriminating ability.

It is more reliable than the Thurston<sup>5</sup> scale and provides a greater volume of data than the Thurston differential scale. It is also treated as an interval scale. Furthermore, there are other advantages of using Likert scales with particularly each item meeting an empirical test for the discriminating ability and provide a greater volume of data, which is important to this research.

The questionnaire consists of 9 main questions with the majority of questions broken down into a number of sub-questions. For ease of reference, the questionnaire is provided in Appendix A. Question 1 is a table to record employee working hours and questions 2 to 8 are related to gender, recruitment, management, training, working conditions, remuneration and staff turnover. Question 9 is a general open ended question on staff turnover. Specifically, questions 2.2 to 6.5 are five point Likert scale questions. For these questions, participants were asked to rank one of the five choices presented.

According to the unit of analysis given in Section 1.8 and Section 3.3.1, the participants to the questionnaire are employees and owners or managers. This is further expanded by revealing in Chapters 2 and 3, that in micro retail businesses, owners are normally performing the role of managers.

In Table 1.1 research sub-questions 3 and 4 were formulated and are answered in Chapter 4. Research sub-question 3 is stated as: **How do the working conditions influence staff turnover within micro retail businesses in Cape Town?**

Research sub-question 4 is stated as: **How do HRM practices influence staff turnover within micro retail businesses in Cape Town?**

The questionnaire serving as the instrument to gather data to answer these research sub-questions complies with the objective of collecting suitable data in order to analyse the findings.

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<sup>5</sup> Thurstone L.L. 1928. Attitudes can be measured. *American Journal of Sociology*, 33 (1928): 529-554.

In Chapter 2 (Section 2.7), two key aspects of the general causes of staff turnover in retail businesses are revealed as working conditions and HRM practices. These are expanded as follows:

- Working conditions
  - Long working hours
  - Female employee family responsibilities
  - Poor physical and employment working conditions
  - Relatively low remuneration.
- Human resource management practices
  - Informal recruitment processes
  - Informal management practices
  - Lack of training

These two key aspects of causes for staff turnover are also incorporated into the questionnaire for micro retail businesses in order to answer research sub-questions 3 and 4. In this case, the researcher needed to design a suitable questionnaire in order to collect data pertaining to the key factors influencing the working conditions and HRM aspects, which could result in staff turnover in micro businesses in Cape Town South Africa. The questionnaire is based on known causes of staff turnover in retail businesses in general, and adapted with particular focus on micro retail businesses. The questions contained in the questionnaire thus needs to facilitate the collection of data relating to each possible aspect listed above.

Firstly, questionnaire questions 1 to 7 cover the two aspects listed above. Secondly the importance of the causes driving staff turnover needs to be ascertained and question 8 serves this purpose. Lastly, besides the above mentioned possible causes of staff turnover in micro retail businesses, there may be other causes which the literature review did not reveal. For this reason, question 9, is an open ended question, and serves this purpose. The details of each question within the questionnaire are discussed in Section 3.3.7.1 to 3.3.7.7.



#### **3.3.7.1 Question 1 - Working hours**

Long and unsocial working hours are discussed in Chapter 2 (Section 2.2.3.1) and could be one of the causes of high staff turnover in micro retail businesses. Therefore, to test this statement, question 1 is used to the purpose of collecting details of working hours from participants.

#### **3.3.7.2 Question 2 – Gender (Female employees)**

Female employees could have a higher staff turnover rate due to family responsibilities as discussed in Chapter 2 (Section 2.2.3.1). Therefore, to test this statement, it is necessary to collect data from a number of female employees in each participant's micro retail business. Furthermore, it is necessary to explore if female employees' family responsibilities have a negative impact on their attendance. In the questionnaire, Question 2.1 serves the purpose of collecting data from a number of female employees in each respondent's micro retail business. Question 2.2 serves the purpose of determining whether or not, female employees' family responsibilities impact negatively on their work attendance.

#### **3.3.7.3 Question 3 - Recruitment**

According to Thomson (2012), the steps involved in formal recruitment processes can be broadly categorised into job advertising, interviewing (preliminary interview and employee interview), scanning process (background checks) and engagement process (signing of employment contract with selected success candidate). Ansar (2009) also concludes that a formal recruitment process includes the follow steps: defining the job description, advertising the job, collection of applications, interviews and selection testing.

Based on the above information from the literature regarding the recruitment process within micro retail businesses, there are six aspects that need to be covered in question 3 of the questionnaire, namely:

- Advertising of vacancy
- Formal interviews
- Scanning process
- Predefined interview questions
- Notification to successful candidate
- Formal employment engagement.

Questions 3.1 to 3.6 serve the purpose of gathering data to determine if these aspects have been experienced by the participants.

#### **3.3.7.4 Question 4 - Management**

Management practices within micro retail business, as discussed in Chapter 2 (Section 2.3.1) in small businesses, *word of mouth* is a common way in which owners or managers make personal decisions.

This action could be a cause for staff turnover in many micro retail businesses. Question 4 in the questionnaire serves the purpose of exploring the extent to which each respondent has basic human resource management practices in place. According to Kumar (2011), key human resource management practices within the retail businesses are: clearly defined roles and responsibilities, formal performance management processes and motivation for employees.

The basic human resource management practices to be assessed within Question 4 are expanded upon below:

- Role and responsibility clarification (defined job description)
- Formal performance management processes
- Defined disciplinary processes
- Defined probation period
- Employee development processes.

Within the questionnaire, questions 4.1 to 4.5 serve the purpose of collecting data to determine whether or not, the above mentioned practices are being experienced by participants.

#### **3.3.7.5 Question 5 - Training**

According to Riley (2012), the method of training at work includes: induction training, on-the-job training and off-the-job training. Poddar (2010) states that the types of training at work are induction training, initial on-the-job training and update training. With regards to the training process within micro retail business, the most common types of training are:

- New employee induction
- Initial job training
- Update training for new processes or responsibilities.

Questions 5.1 to 5.3 serve the purpose of collecting data to determine whether or not the above training has been experienced by participants.

#### **3.3.7.6 Question 6 - Working conditions**

With regards to the working conditions within micro retail businesses, there are two basic aspects, as discussed in Chapter 2 (Section 2.2.3). According to Abhinov and Murty (2010:37), a well maintained canteen facility could be one of the key aspects of working conditions that might reduce staff turnover. Therefore the aspects that particularly apply to the micro retail business working environment are:

- Physical working conditions
  - Basic equipment in the canteen
  - Air conditioning in the work place
  - Security.
- Employment working conditions
  - Break time
  - Leave.

Questions 6.1 to 6.5 serve the purpose of collecting data to determine whether or not the working conditions mentioned above are applicable to the participants.

#### **3.3.7.7 Question 7 - Remuneration**

According to Navlakhi (2010), the components in the remuneration package could include:

- Basic salary
- Medical allowance
- Travel allowance
- Telephone allowance
- Education allowance
- Retirement benefit.

Other components in the remuneration package with particular attention to micro retail businesses could be: sales commission, annual bonuses, overtime pay and company share options.

Due to remuneration being a sensitive topic, it is unlikely that it be possible to obtain detailed answers to determine whether or not the remuneration components listed below are included in their employees' remuneration. However, each respondent has been asked if the following components over and above basic salary are part of their own remuneration package:

- Travel allowance
- Cell phone allowance
- Pension fund contribution
- Medical aid contribution
- Annual bonus
- Sales commission
- Company share option
- Overtime pay
- Study bursaries.

Questionnaire questions 7.1 to 7.9 serve the purpose of determining whether or not any of the above components are in place for the participants.

After gaining a deeper understanding of the practices of the two key aspects of possible causes of staff turnover from participants, question eight serves the purpose of collecting data to ascertain what influences other possible causes have on staff turnover. For this question, the researcher applied a ranking method to the collected data in terms of its importance, to ascertain which causes are more likely than others to effect staff turnover.

### **3.3.8 Data collection**

The role of the researcher is prominent and described herein. Physically, the researcher visited selected micro retail businesses in various shopping centres in the greater Cape Town area. Furthermore, the researcher collected data within the shops that fall into the micro retail business category.

The researcher left a set of questionnaires in the shop for owners unavailable at the time, or for employees to complete at their leisure. The researcher collected the outstanding questionnaires from the businesses after one week.

### 3.4 Data collection process

The researcher attempted to find a population of micro retail businesses in Cape Town, from which a sample could be selected. This included contacting or referring to sources such as the Cape Chamber of Commerce, Department of Trade and Industry (DTI), Statistics South Africa and local business publications. Exhaustive investigation by the researcher did not reveal any meaningful population. Due to the unknown population of the micro retail business sector in Cape Town, the researcher could not guarantee that each member of the population will be represented for the research. Therefore, non-probability sampling was applied (Leedy & Ormrod, 2005:206, Emory & Cooper, 1995:274). There are various non-probability sampling methods, namely: accidental sampling, quota sampling, purposive sampling, snowball sampling, self-selection sampling, and convenience sampling. As mentioned Section 3.3.5.1, purposive sampling has been used.

There are six municipalities in Cape Town. They are: Blaauwberg Municipality, Cape Town City Council, City of Tygerberg, Helderberg Municipality, Oostenberg Municipality and South Peninsula Municipality (City of Cape Town, 2011). Although the researcher used non probability sampling, a fair representation of the different areas needed to be sought. According to the purposive sampling method, the researcher could choose three distributed geographic areas. These areas that were chosen were: City of Tygerberg, South Peninsula Municipality and Blaauwberg Municipality. In each area, the researcher selected one regional shopping centre and one convenience shopping centre. These are listed in Table 3.1.

**Table 3.1: Target shopping centres for research empirical study**

MUNICIPALITY	REGINOAL SHOPPING CENGTR	CONVENIENCE SHOPPOING CENTRE
City of Tygerberg	Canal walk	Brighton Square
South Peninsula Municipality	Cavendish	Stadium on Main
Blaauwberg Municipality	Bayside Mall	Flamingo Square

All the retail businesses in these shopping centres which fall within the category of micro retail businesses were selected as research subjects. A business directory was used to compile a list of micro retail businesses, excluding for example, restaurants within the respective shopping centres. This list also excluded all supermarkets (e.g. Pick 'n Pay, Checkers, Spar etc) and department stores (e.g. Edgars, Clicks, Foschini, Mr Price and others). Also excluded, were chain stores (e.g. The Crazy Store, Accessorize, Shymansky) among others. Lastly, the researcher made contact with every shop owner or manager of the remaining lists of businesses to ascertain if their business falls within the category of a micro retail business.

Visits to the various shopping centres commenced on the 11<sup>th</sup> of March 2012. The researcher visited all the shopping centres mentioned in Table 3.1 and 30 questionnaires were distributed to all the target micro retail businesses. A total of 14 responses were received. Due to the low number of responding micro retail businesses in the listed shopping centres, the researcher was compelled to visit as many other shopping centres in the greater Cape Town area as possible to increase the number of participants. This process continued and by the end of June 2012, the researcher had visited 225 targeted micro retail businesses in 25 shopping centers. For ease of reference, the details of these shopping centres and target micro retail businesses are listed in Appendix B.

Over the four month period, 83 responses were received. The data collection experience led the researcher to compile a list of possible causes for the small number of responses, and summarised this in Table 3.2.

**Table 3.2: Reasons for small number of questionnaire responses**

REASONS FOR SMALL NUMBER OF QUESTIONNAIRE RESPONSES
In the identified target micro retail businesses, some of the managers and owners were not willing to complete the questionnaire.
Employees were unable to get the permission from the owner to complete the questionnaire.
Due to the busy trading hours of the target micro retail businesses, some questionnaires were left with managers/owners to complete for collection later. On collection of the questionnaires, it was found that some owners or managers had either changed their minds not being willing to complete the questionnaires or lost the questionnaires.
Some of the target micro retail businesses do not have permanent employees due to the current economic situation; they are unable to afford to hire permanent staff. High staff turnover in this case, is therefore, no longer applicable.

During the data collection process, the researcher translated the responses from the completed questionnaire into raw data by logging the data from questionnaires to a set of raw data sheets, depending on the questionnaire questions. This is set out in Appendices C to E.

### **3.5 Conclusion**

The research methodology is an essential aspect of any research study. In this chapter the researcher explains which research methodology is selected for this research. The researcher further discusses the background to the research design and indicates the logical flow of the research problem, research questions and research sub-questions.

Thereafter, based on the research design background, the research design is expanded leading to the selection of a quantitative research method. The research population of this research is micro retail businesses in Cape Town, South Africa. Due to the nature of this research, a purposive sampling method is found to be the most appropriate.

A questionnaire is discussed that will be used as a data collection method. The questions in the questionnaires are obtained using literature from various sources. The data collection process will be conducted by means of physical visitations. In Chapter 4, the researcher will present the data analysis and interpretation of the data collected.



## **CHAPTER FOUR: RESEARCH RESULTS AND INTERPRETATION**

### **4.1 Introduction**

The researcher stated in Chapter 3 that the empirical part of this research will be discussed in this chapter. Based on the questionnaire design and data collection process discussed in Chapter 3, the researcher collected data and embarked upon data analysis. The data analysis results and interpretation is presented in Section 4.2.

### **4.2 Data interpretation**

The researcher applied mean confidence interval analysis to the responses of question 2.1. A histogram of the results is shown in Figure 4.1. For the responses to questions 2.2 to 8, the researcher plotted a frequency distribution. A statistical software package NCSS version 07.1.21 was used for the data analysis and the details of the statistical analysis are expanded in Appendix G. A simple summary analysis was used for the raw data produced in response to question one (in Appendix C), instead of a statistical method. Similarly a simple summary was drawn up from the responses generated by question nine without using a statistical method.

The data analysis results for each question of the questionnaire are now explained. This will serve as the foundation for Section 4.5, which sets out the conclusion of the data analysis. The raw data used for the analysis can be found in Appendices C to E.

#### **4.2.1 Data for question 1 - Working hours**

The responses to Question 1: "Please write down your employee working hours in the table below" is summarised in Table 4.1.

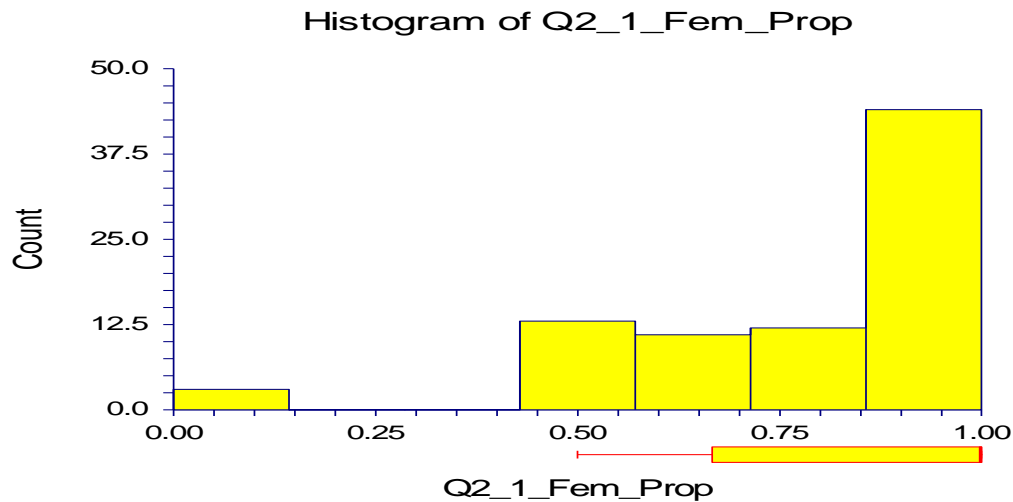
**Table 4.1: Status of working hours in micro retail businesses in Cape Town, South Africa**

<b>WORKING HOURS</b>	<b>NUMBERS OF RESPONSES IN THE CATEGORY</b>	<b>TOTAL RESPONSES</b>	<b>% OF RESPONSES</b>
Single shift	69	83	83.13%
More than one shift	14	83	16.87%
Working later than 17:00 during week days	44	83	53.01%
Working on Saturday	74	83	89.16%
Public holiday working more than 6 hours	40	83	48.19%
Sunday working more than 6 hours	36	83	43.37%

It can be deduced from Table 4.1, that most (89.16%) of micro retail businesses in Cape Town work on Saturdays. More than half (53.01%) of micro retail businesses in Cape Town, work later than 17:00 during week days. Most (83.13%) of the micro retail businesses in Cape Town only have a one shift work schedule. As previously discussed in Chapter 2, Section 2.2.3.1, retail is generally known with unsocial working hours, which could impact employee negatively and might be a factor driving high staff turnover. From the data analysis on the responses of question 1, most micro retail businesses in Cape Town work on Saturdays and more than half of the micro retail businesses in Cape Town work later than 17:00 during week days.

#### **4.2.2 Data for question 2 – Gender (Female employees)**

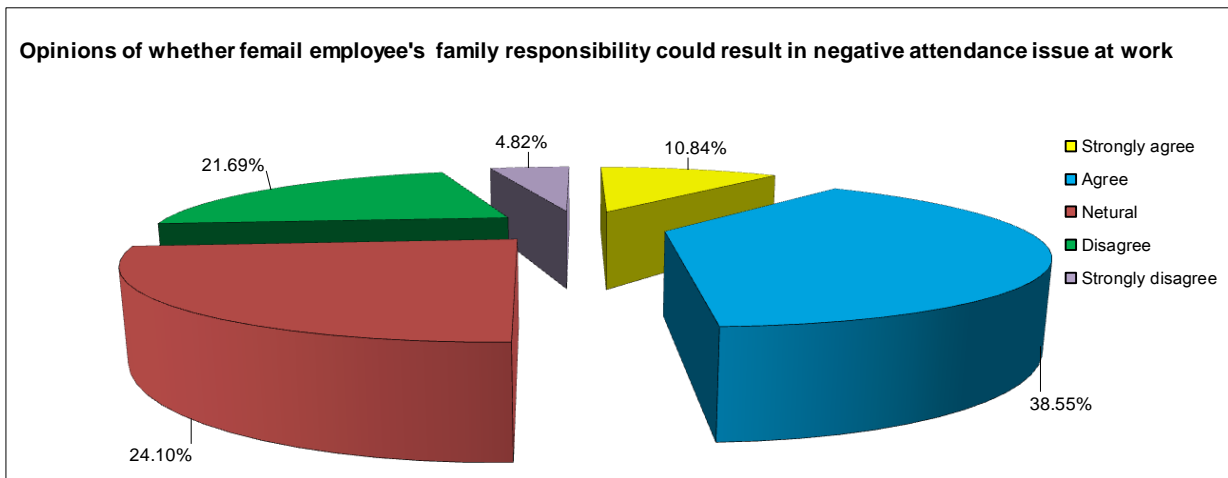
The responses to Question 2.1: “Please give the numbers of females employed in your business” is graphically depicted in Figure 4.1.



**Figure 4.1: Histogram of number of female employees within participants**

From the responses, the majority of micro retail businesses have a high proportion of female employees. It is found there are 80.72% of the workforces within the population are female employees. From the histogram analysis in Figure 4.1, female employees are in the majority in micro retail businesses in Cape Town, which supports the literature analysis done in Chapter 2, Section 2.2.3.1. In the raw data (Appendix D), there are a few male employees recorded, but this question focusses on female employees.

The responses to Question 2.2: “Female employee’s family responsibility could result in a negative attendance issues at the work place (e.g. late for work, leaving early or absent)”. This is graphically depicted in Figure 4.2. Earlier in the literature, this situation could lead to resignations.

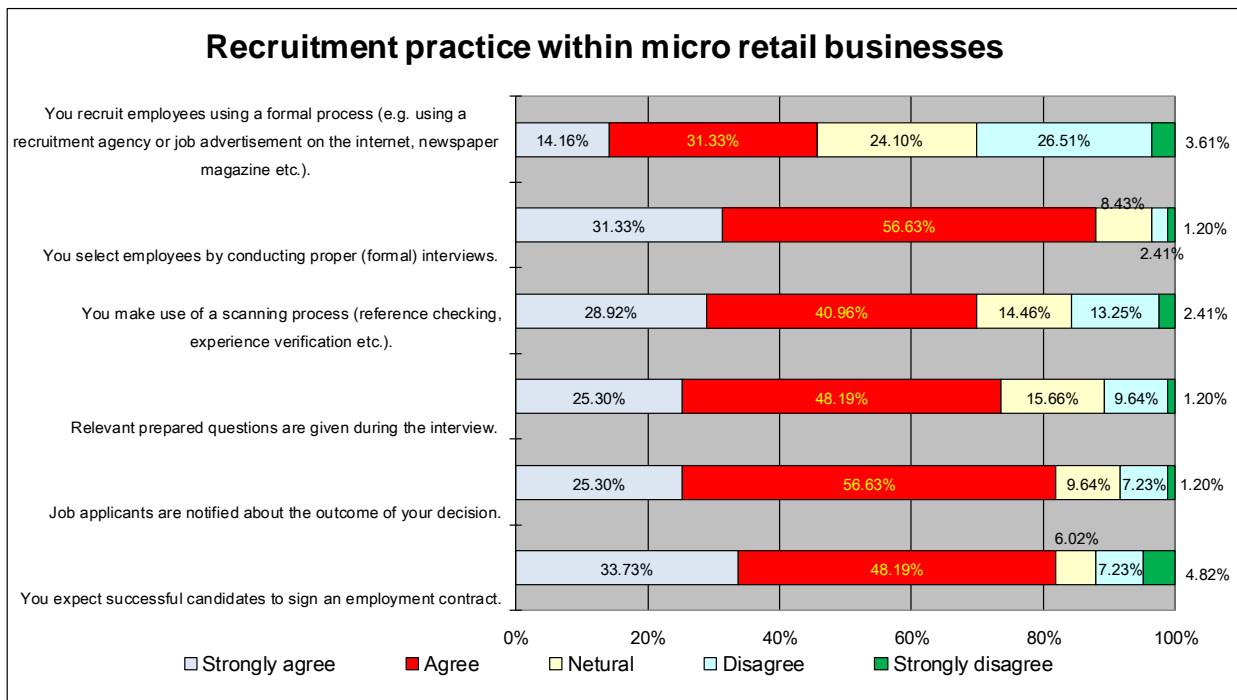


**Figure 4.2: Opinions of whether female employee's family responsibility could result in negative attendance issue at work**

Analysing the data from the responses, 49.39% of participant strongly agree, and agree to the statement. Of the participants, 24.1% hold neutral opinions, and 26.15% participants disagree or strongly disagree with the statement. Therefore, there is not a conclusive opinion about whether or not a female employee's family responsibilities could result in a negative attendance in the work place. However, in Chapter 2, Section 2.2.3.1, there are opinions from Doherty (2004:434) that female employee's family responsibilities result in negative work attendance. This results demonstrates within micro retail business in Cape Town, female employee's family responsibility might not result in negative work attendance.

#### **4.2.3 Data for question 3 - Recruitment**

The responses to Question 3: the recruitment questions are graphically depicted in Figure 4.3.



**Figure 4.3: Recruitment practice within micro retail businesses**

In Figure 4.3, the majority (more than 80%) of managers/owners apply recruitment processes, namely:

- Formal interviews (87.96% participants agree or strongly agree)
- Interview result notification (81.93% participants agree or strongly agree)
- Formal employment engagement process/signed employment contract (81.92% participants agree or strongly agree).

Most (more than 65% and less than 80%) managers/owners apply the following recruitment processes:

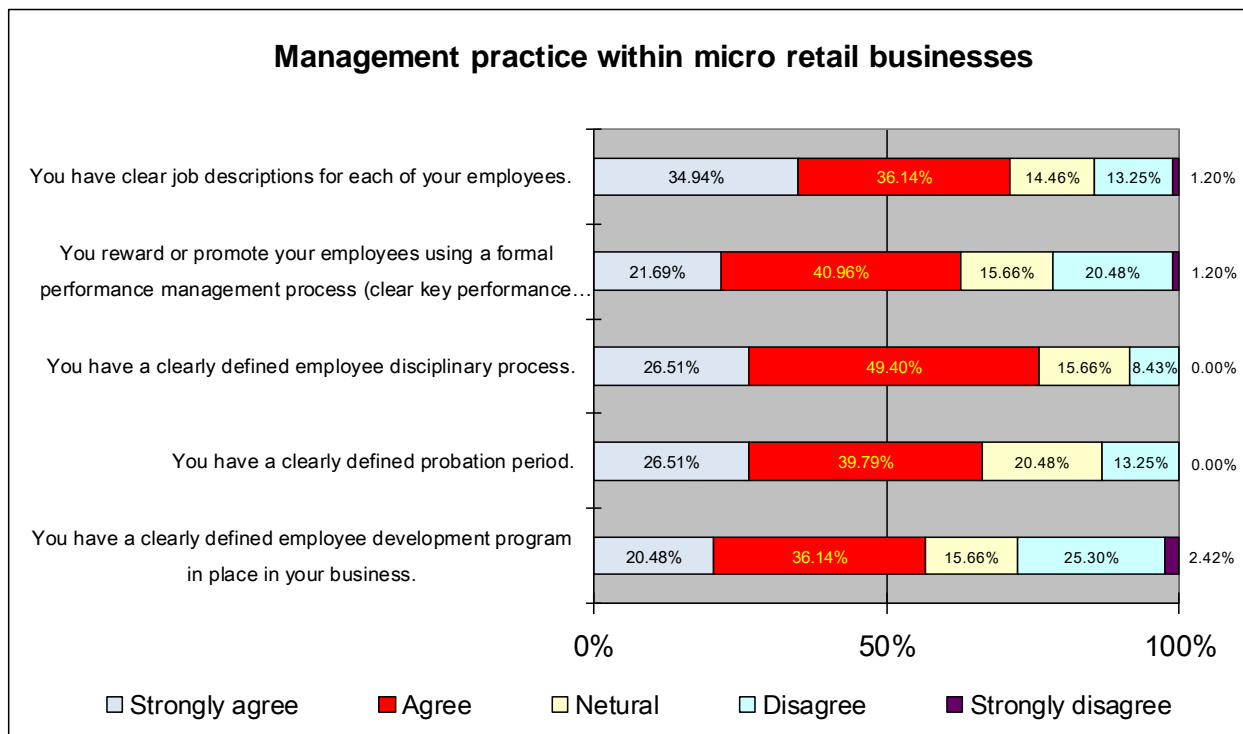
- Make use of a scanning process (69.88% managers/owners agree or strongly agree)
- Have pre-defined questions for the interview (73.49% managers/owners agree or strongly agree).

Formal advertisements of vacancies are seldom posted on the internet or in newspapers, nor are recruitment agencies commonly used. Only 45.69% managers/owners agree that they apply this practice.

From this data the results demonstrated, there are formal recruitment processes been practiced within micro retail businesses in Cape Town. In comparison to literature analysis in Chapter 2, Section 2.3.1, recruitment processes might not be a factor driving high staff turnover in micro retail businesses in Cape Town.

#### 4.2.4 Data for question 4 - Management

The responses to Question 4: The types of human resource management practice conducted are graphically displayed in Figure 4.4.



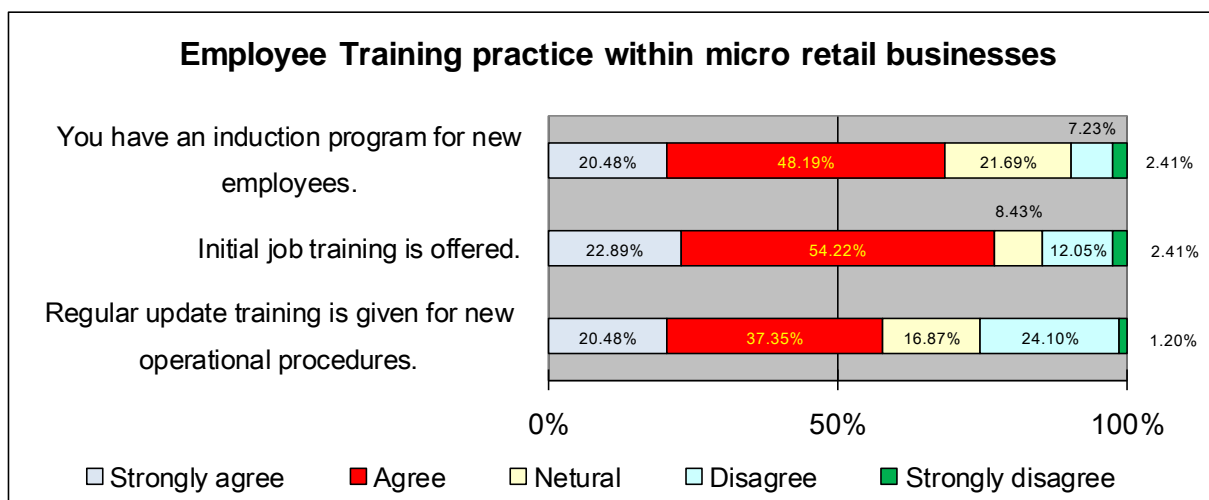
**Figure 4.4: Management practice within micro retail businesses**

In Figure 4.4, most (more than 65% and less than 80%) of managers/owners apply the following management practices:

- They have clear job descriptions. (71.8% managers/owners agree or strongly agree)
- They have clear defined disciplinary processes. (75.91% managers/owners agree or strongly agree)
- They have clear defined probation periods. (66.30% participants agree or strongly agree)
- More than half (more than 50% less than 65%) of the managers/owners apply the following management practices.
- They have a formal performance management processes. (62.65% managers/owners agree or strongly agree)
- They have defined employee development programs. (56.62% managers/owners agree or strongly agree).

#### 4.2.5 Data for question 5 - Training

The responses to Question 5, training (What types of training are conducted in your business?) are graphically depicted in Figure 4.5.



**Figure 4.5: Employee training practice within micro retail businesses**

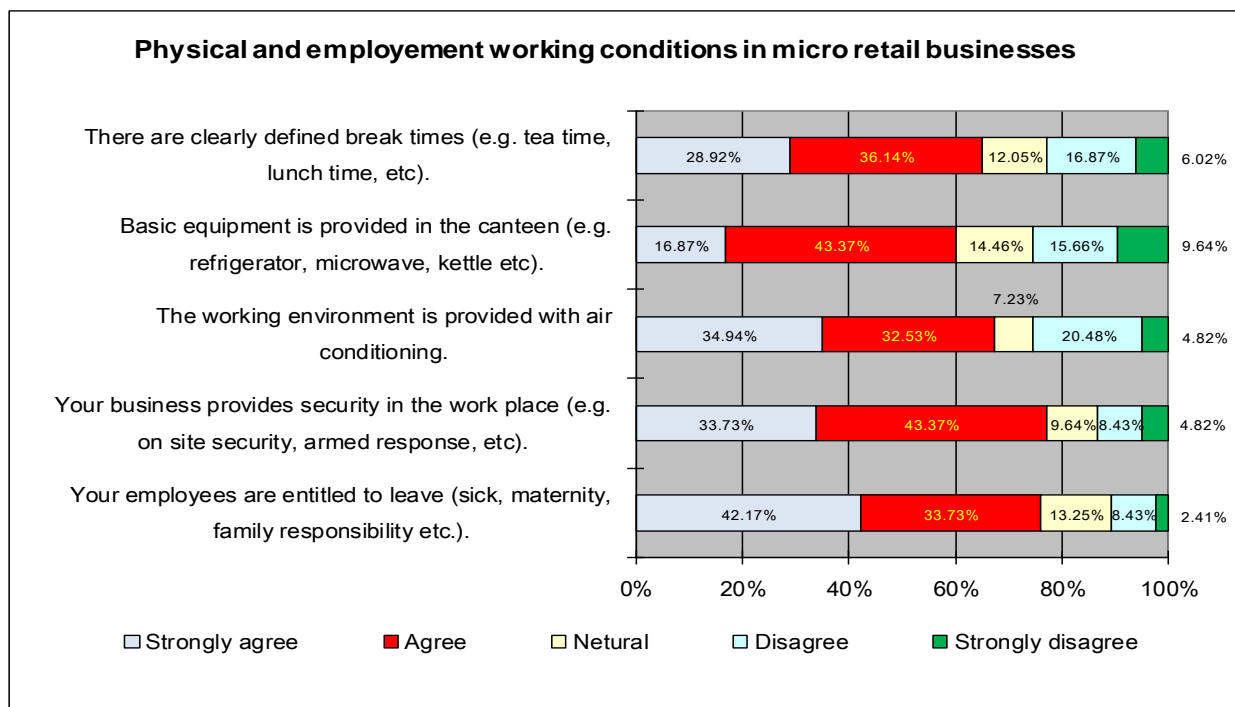
Figure 4.5 depicts that most (more than 65% and less than 80%) of participants apply employee training, namely:

- New employee induction programme (68.76%)
- Initial job training (77.11%).

Only 57.83% of participants apply updating employee training on new processes.

#### 4.2.6 Data for question 6 - Working conditions

The responses to Question 6, working conditions (How are the working conditions at your business?) are graphically depicted below in Figure 4.6.



**Figure 4.6: Physical and employment working conditions in micro retail businesses**

Figure 4.6 depicts that most (more than 65% and less than 80%) of participants have working conditions, as follows:

- They have clearly defined break times (65.06%).



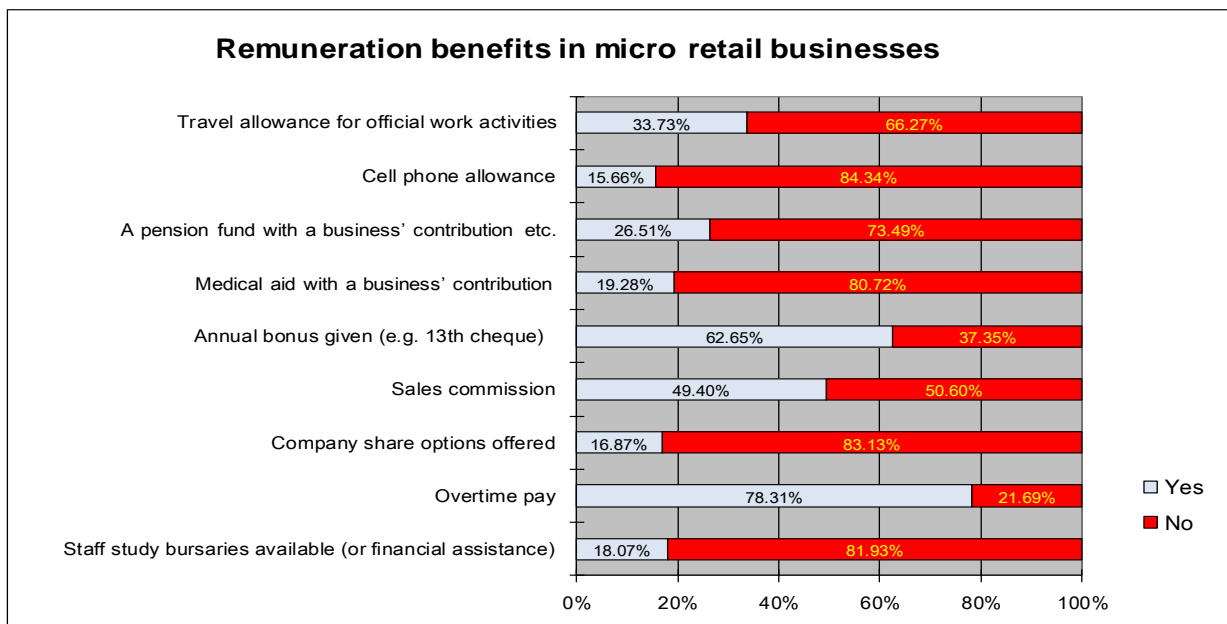
- They have air conditioning (67.47%).
- They have security (77.10%).
- Employees are entitled to leave (sick, annual, maternity etc) (75.90%).

60.24% of participants answered that as basic equipment are provided by the employer in the canteen.

#### 4.2.7 Data for question 7- Remuneration

What benefits, from those listed below, is part of the remuneration package offered to the employees?

The responses to Question 7: remuneration benefits in micro retail businesses are depicted graphically below in Figure 4.7.



**Figure 4.7: Remuneration benefits in micro retail businesses**

Figure 4.7 displays that the remuneration benefits such as: overtime pay (78.31%) and annual bonus are provided (62.65%). Sales commission is offered by about half of the participants (49.4%). The other benefits which are supplied by of the fewer micro businesses: Study

bursaries (18.07%); company share option (16.87%); medical aid (19.28%); cell phone allowance (15.66%) and pension fund (26.51%). Some employers give travel allowance to their employees (33.73%).

From the above data results, it appears to be clear that only basic remuneration benefits (overtime pay and annual bonus) are commonly provided within micro retail businesses in Cape Town.

#### 4.2.8 Question 8 - Ranking factors of staff turnover

The responses to Question 8: ranking, in terms of importance, of the possible factors of staff turnover are summarised below in Table 4.2.

**Table 4.2: Ranking of possible factors of staff turnover**

POSSIBLE FACTORS OF STAFF TURNOVER	RANKING
Remuneration	1
Working conditions	2
Working hours	2
Management	3
Recruitment	5*
Training	5*
Gender	7

**Key: \* Same ranking**

Table 4.2 indicates that remuneration as the biggest cause of staff turnover, and it also agrees with the data analysis for question 7 in Figure 4.7. It appears that in micro retail businesses, only minimal remuneration benefits are applied most of time.

Physical and employment working conditions and working hours are both ranked as the second biggest cause of staff turnover in micro retail businesses. Management practices aspects have only been ranked as the third likely cause for staff turnover. The participants did not allocate a fourth ranking of possible causes. Training and recruitment are both ranked as the fifth important cause for staff turnover. Most participants believe gender is the least important cause for staff turnover in micro retail businesses. As mentioned before, for ease of reference, please see details of the raw data analysis for questions 2.1 to 8 in Appendix G.

The purpose of providing Question 9 is to ascertain if there are any other possible causes of staff turnover. It is an open ended question. Out of 83 responses there are only 22 valid answers received for this question. Among the 22 answers, besides the causes that have been discussed in Questions one to seven, the other possible causes are:

- Employee working attitude
- Employee unethical practice (e.g.: employee steals goods from the shop etc)
- Economic conditions.

For ease reference, refer to raw data of Question 9 in Appendix E.

#### **4.2.9 Data reliability check**

As discussed in Chapter 1, Section 1.8.2.2, the researcher applied Cronbach's Alpha testing method to check the reliability of data collected. A summary of Cronbach's Alpha results is depicted in Table 4.3:

**Table 4.3: Cronback's Alpha result of collected data**

<b>QUESTION NUMBER</b>	<b>QUESTIONS</b>	<b>NUMBER OF ITEM</b>	<b>CRONBACK'S APLHA</b>
Question 3	Recruitment	5	0.819
Question 4	Management	5	0.78
Question 5	Training	3	0.757
Question 6	Working conditions	5	0.695
Question 7	Remuneration	9	0.723
Question 8	Ranking of the causes of staff turnover	40	0.832

According to the Cronback's Alpha result depicted in Table 4.3, collected data for most questions are well above 0.7 value which indicates reliability. The Cronback's Alpha result for question 6 is 0.68, which falls into the range of 0.6 to 0.7. According to the definition of Cronback's Alpha test, the reliability of the data collected for this question is acceptable. Details of the data reliability check are expanded in Appendix I.

### **4.3 Summary of the results**

The results were presented in tabular or in graphic form. The results that emerged are as follows: question 8 appears to be the most critical as it highlights which are the most likely causes resulting in staff turnover and which causes could be the biggest issues in micro retail businesses in Cape Town, South Africa. Furthermore, the top three most likely drivers of staff

turnover in micro retail businesses in Cape Town South Africa are: remuneration, employment working conditions and working hours. These drivers are aspects of working conditions.

The researcher deemed it essential to design the layout of the thesis to form a continuous thread from Chapter 1 to 4, in a logical and scientific way. The analysis of the questions contained in the questionnaire directly supports the research question and research sub-questions formulated in Table 1.1. Chapters 2 and 4 have linked up with the common goal to answer the stated research problem.

## **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the conclusions of this research. In this chapter the aim of this research is reviewed in Section 5.2. Thereafter, the research problem and research question and sub-questions are reviewed in Section 5.3. The answers to these research sub-questions are summarised from the analysis of the literature reviewed in Chapter 2 and the empirical work using a questionnaire in Chapter 4. Furthermore, the researcher proposes recommendations based on the research and experiences of the micro retail business participants to prevent staff turnover within their businesses in Section 5.4. Other relevant matters are also discussed, such as limitations of this research, further research possibilities and a final conclusion given in Sections 5.5 and 5.7, respectively.

### **5.2 Overview of previous chapters**

In Chapter 1, the researcher discussed the rationale of the research in high level and described key aspects of the research under the following headings: Research problem, aim of the research, assumptions of the research, delimitations of the research, contribution of the research and the research methodology. It provided a high level summary of the research. In Chapter 2, a detailed literature review is conducted, which focuses on two key aspects: theoretical background of the research topic and the possible factors that drive staff turnover in micro retail businesses. It provided an in-depth understanding of the research topic and answered research sub-questions 1 and 2. In Chapter 3, the research design and methodology were discussed. An extensive discussion on the questionnaire and data collection process has been done to provide details to understand the research design and methodology. In Chapter 4, the collected data had been analysed and interpreted. The research sub-question 3 and 4 has been answered in detail.

### 5.3 Final conclusions

These research conclusions can be used by micro retail businesses to solve issues in their businesses, within the ambit of the research problem. Three main conclusions are proposed against the key causes of staff turnover in micro retail businesses. These, are:

- remuneration (5.6)
- working conditions (5.7)
- working hours (5.8)

### 5.4 Revisiting the formulated aim

Based on the initial literature reviewed in Chapter 1, it became evident that there is not sufficient knowledge concerning the driving factors for higher level of staff turnover within micro retail businesses, although literature is available on the wider scope of retail businesses. This leads to the research aim that the researcher discussed in Chapter 1, Section 1.4.

The aim of this research is, **to ascertain which factors are driving staff turnover within micro retail businesses in Cape Town, and how this can be reduced or prevented.** In this chapter the researcher addressed the aim of the research by reviewing the research problem and the research question and the research sub-questions.

### 5.5 Revisiting the formulated research problem and research questions

The research problem and research question is reviewed in the following sections and starts with the research question.

### 5.5.1 Research problem and research questions

The researcher formulated the research problem in Chapter 1 (Section 1.3) and stated it again: **It is unknown what interventions are needed for micro retail businesses to retain employees.**

This research problem emanated directly from the literature reviewed and points to the shortcomings identified in micro retail businesses.

Considering this research problem, a suitable research question was formulated to assist micro retail businesses to identify trends and factors that could reduce staff turnover.

The research question: **How can micro retail businesses manage the retaining employees?**

In order to answer this research question, three research sub-questions were formulated to dissect and explore the implications of this research question and these are, briefly discussed.

### 5.5.2 Research sub-questions

**Research sub-question 1: What are the current staff turnover factors in retail businesses?** From the literature reviewed (Section 2.2), the current trends of staff turnover in retail businesses is the staff turnover rate in retail industry that remains high. It is particularly the case in retail businesses in South Africa.

**Research sub-question 2: What are the possible factors of staff turnover in micro retail businesses?** From the literature reviewed (Section 2.3), seven possible causes for staff turnover are identified in retail businesses, and are:

- long working hours
- poor training
- informal management practice



- relatively poor physical working conditions
- low remuneration
- informal recruitment and selection process
- family responsibilities of female employees.

Based on these possible causes of staff turnover in retail businesses, the researcher conducted a survey in Chapter 4 to test if these causes also apply to micro retail businesses. This is dealt with in research sub-questions 3 and 4.

**Research sub-question 3: How do working conditions influence staff turnover within micro retail businesses in Cape Town?** The research findings for sub-question 3 identified three working condition influences, which are:

- Low remuneration
- Poor working conditions
- Long working hours.

These working conditions have been identified as the top causes of staff turnover within micro retail businesses in Cape Town, South Africa (Table 4.2).

**Research sub-question 4: How do HRM practices influence staff turnover within micro retail businesses in Cape Town?** The research findings for research sub-question 4 are that human resource management practices could be a cause of staff turnover within micro retail businesses in Cape Town, South Africa. However these influences are less prominent than the working conditions aspects summarised in Table 4.2.

From the collective findings of these 4 research sub-questions, the answer to the main research question is postulated as: **Micro retail businesses should improve the working conditions, especially in the key areas of remuneration, physical working conditions and working hours; this will most probably retain employees.** Additionally, if micro retail

businesses could make improvements in their management practices, it would further support their efforts to retain employees.

## **5.6 Remuneration**

The findings of this research revealed that to retain staff, businesses should offer relevant and competitive salary rates compared to similar micro retail businesses within the industry. The employer can benchmark similar micro retail businesses wage levels to offer competitive wages to their employees. Due to the low average remuneration rate in the micro retail environment (identified throughout the literature), weekly wages might assist employees more than monthly salaries in terms of the financial implications of employees for example, relieving cash flow problems.

Commission on sales is another important remuneration component. It influences the total remuneration package of employees significantly but will also motivate them. Therefore, the micro retail businesses have to review their business scenarios and determine for example, a feasible sales target level for commission to be paid, which employees are able to achieve. This would not only benefit employees, but the businesses as well.

Due to the relatively low level of employee income within micro retail businesses, net income is critical to employees. If employees need to travel and spend large amounts of money on traveling to and from work, the result will be a low net income. If employers could assist and provide travel allowances, that would improve employee's net income.

The current on-going poor economic environment and maintaining low operational costs would help to improve business profitability. However, reducing operational costs is not the only method to achieve higher business profits. Increasing sales should be seen more as a critical and sustainable intervention. If employees' remuneration packages are competitive, this could

result in a more stable and motivated sale's force. This in turn would result in improved customer service. It is well known that in the retail environment, improved customer service leads to more sales. The researcher therefore, suggests that micro retail businesses in Cape Town should make improvements to employee's remuneration as a long term strategic action.

## **5.7 Working conditions**

Within working conditions, safety and security are essential aspects to consider. If employees go to work without the assurance that they are safe and secure in their working environment, then the motivation to go to work is notably reduced. Employees will resign as soon as an alternative is available. Unfortunately in South Africa, safety and security is a pressing matter for everyone and everywhere they go. This is a particular challenge in the retail environment, both for employees and employers who need to provide a safe shopping and working environment. Employers should aspire to provide safety and security solutions in their shops such as armed response, closed circuit television (CCTV), drop safes and on-site security. The researcher is aware that these matters also increase costs, thus affecting the whole business profit cycle. Besides safety and security, other basic working conditions are also important to retain staff in micro retail businesses.

### **5.7.1 Defined break time for tea and lunch**

In retail environments, closing the shop for tea and lunch during trading hours could result in the loss of sales and customers. Customers want to be able to visit shops anytime within trading hours. However, everyone has the basic need for refreshments. In micro retail businesses that have more than one shop assistant, rotating break times for tea and lunch needs to be considered. However, during busy seasons, the rotation time slot might be subject to change, depending on business requirements.

For micro retail businesses which often only have one shop assistant this is more difficult. These micro businesses have to face loss of trading time which may result in losing customers. Alternatively, shop owners or managers could stand in while the shop assistant takes a break. The conclusion is that micro retail businesses have to provide break times for employees for example, tea and lunch breaks.

### **5.7.2 Canteen facility**

In addition to break times for tea and lunch, canteen facilities are also important aspects of working conditions (Section 4.2). Cold food, especially in winter is neither good for health nor enjoyable. Hot water is mandatory for making hot refreshments such as tea and coffee. Taking tea and lunch breaks, are not only to satisfy body requirement for food and drink, but also serves as a physical break from the working environment. Good canteen facilities would support the quality of break times. On the other hand, if there is no canteen facility, rooms or space, then employees have to take breaks elsewhere which may not be comfortable or safe. If there is no equipment to provide hot water and warming food, then employees may need to do this elsewhere, or incur additional expense. This could pose serious problems to employees in term of providing basic human needs.

The researcher recommends micro retail businesses need to try their best to provide basic canteen facilities. It may not even be too costly for example; an electric kettle and a Microwave oven would suffice in most cases. However, this provision will assist in vastly improving the physical working conditions, meeting basic human needs.

### **5.7.3 Office ambient temperature**

Although Cape Town is known to have a mild climate<sup>6</sup>, on average, Cape Town receives about 788 mm of rain per year and has a Mediterranean climate due to winter rainfall. The highest rainfall is in June which is in winter with wet, cold and often dark days. Temperatures may vary between 20 to 25 degrees Celsius during the day and between -5 to 10 degrees Celsius at night. In contrast, summer days are hot and dry and temperatures vary between 25 to 35 degrees Celsius with occasional summer showers. This is compounded by excessively windy conditions. Compared to the rest of South Africa, the climate has therefore, severe implications for micro businesses, shops and office conditions. Furthermore, in Section 4.3 the micro retail businesses that were used as participants are scattered all over Cape Town and usually far from residential areas. This forces employees to travel great distances. They mainly use public transport but are often forced to use costly private transport (taxi services). All this travelling exposes them to external climatic conditions, early in the morning and late at night. This situation is in contrast to many international country or town conditions, which have an underground or sophisticated travel infrastructure. Also refer to Section 5.4.3, detailing working hours. It is recommended that employers of micro retail businesses in Cape Town are made aware of these basic working conditions, which are part of an employee's needs.

## **5.8 Working hours**

To achieve maximum sales value, long working hours are the norm in the retail businesses. This also applies to micro retail businesses. As the researcher discusses in Chapter 2, Section 2.3.1, long working hours impact on an individual's private life in terms of work, life balance and social status.

To retain staff within micro retail business in Cape Town, it is recommended that employers schedule shift patterns for employees to provide them with the best possible option to achieve a

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<sup>6</sup><http://www.worldweatheronline.com/Cape-Town-weather/Western-Cape/ZA.aspx#HolidayGuideworldweatheronline.com> [7 May 2013].

balance of work and life. An example could be, equally rotating employees on Sundays, public holidays and late hour shifts. As a cross reference, this must also be considered in terms of Cape Town weather.

## **5.9 Limitations of the research**

As the researcher revealed in Chapter 1, Section 1.6, the empirical study conducted for the staff turnover issue within micro retail businesses, is limited to the Cape Town area. Furthermore, due to the difficulty the researcher experienced in identifying the population (discussed in Section 4.3), non-probability sampling was applied. Therefore, the research results only represent the chosen samples.

## **5.10 Recommendations for future research**

The research identified the causes of staff turnover within micro retail businesses in Cape Town, South Africa. As there is no evidence of similar research in this sector, it is recommended that this research should be replicated in other areas of South Africa as a piece of comparative analysis research, as this research was limited to Cape Town area only.

## **5.11 Final conclusion**

Within micro retail businesses in Cape Town, South Africa, the employment conditions in terms of remuneration, working hours, working conditions, and management practices are still at a basic stage. Long working hours, unsafe and insecure working environments and informal management practices are challenges for businesses to retain their staff. Yet, to prevent staff turnover is problematic in micro retail businesses. How to improve the employment conditions and prevent the causes of staff turnover is a constantly pressing point for all micro retail

businesses in Cape Town, South Africa. The research findings suggests that businesses should offer relevant competitive remuneration packages, provide safe and secure environments, arrange fair shift patterns and establishes formal management practices. These would assist micro retail businesses to prevent, or at least reduce staff turnover.

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## APPENDIX

### Appendix A: Research Questionnaire

#### STAFF TURNOVER SURVEY

The objective of this survey is to determine which factors influence staff turnover within micro retail businesses in Cape Town. The survey is anonymous and no responses can be traced to any individual participant. An unbiased and frank expression of your opinion will be essential for this research. There is no right or wrong answers to any of the questions.

This survey contains questions (or statements) about possible factors associated with staff turnover and you are therefore, asked to place a Tick (✓) in the appropriate space provided for questions requiring your opinion that most accurately matches the extent to which you agree or disagree. Therefore, give your opinion with regard to the staff turnover based on your experience within your business.

#### Question 1: Working hours

1.1 Please write down your employee working hours in below table:

Shift	Monday –Friday	Saturday	Sunday:	Public holidays
Shift1	From:	From:	From:	From:
	To:	To:	To:	To:
Shift2 (if apply)	From:	From:	From:	From:
	To:	To:	To:	To:

Shift 3 (if apply)	From:	From:	From:	From:
	To:	To:	To:	To:

## Question2: Gender

2.1 Please give the numbers of females employed in your business? (example: 3/5 or 4/4) \_\_\_\_\_

Please Tick (√) the extent to which you agree or disagree on the statements below based on your experience.		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2.2	Female employee's family responsibility could result in a negative attendance issue at work (e.g. late for work, leaving early or absent).					

## Question 3: Recruitment

Please Tick (√) the extent to which you agree or disagree on the statements below based on your experience.		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
3.1	You recruit employees using a normal process (e.g. using a recruitment agency or job advertisement on the internet, newspaper magazine etc.).					

3.2	You select employees by conducting proper (formal) interviews.					
3.3	You make use of a scanning process (reference checking, experience verification etc.).					
3.4	Relevant prepared questions are given during the interview.					
3.5	Job applicants are notified about the outcome of your decision.					
3.6	You expect successful candidates to sign an employment contract.					

#### Question 4: Management

Please Tick (✓) the extent to which you agree or disagree on the statements below based on your experience.		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
4.1	You have clear job descriptions for each of your employees.					
4.2	You reward or promote your employees using a formal performance management process (clear					

	key performance indicator with deadline targets).					
4.3	You have a clearly defined employee disciplinary process.					
4.4	You have a clearly defined probation period.					
4.5	You have a clearly defined employee development program in place in your business.					

#### Question 5: Training

Please Tick (✓) the extent to which you agree or disagree on the statements below based on your experience.		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5.1	You have an induction program for new employees.					
5.2	Initial job training is offered.					
5.3	Regular update training is given for new operational procedures.					

Question 6: Working conditions

Please Tick (✓) the extent to which you agree or disagree on the statements below based on your experience.		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6.1	There are clearly defined break times (e.g. tea time, lunch time, etc).					
6.2	Basic equipment is provided in the canteen (e.g. refrigerator, microwave, kettle etc).					
6.3	The working environment is provided with air conditioning.					
6.4	Your business provides security in the work place (e.g. on site security, armed response, etc).					
6.5	Your employees are entitled to leave (sick, maternity, family responsibility etc.).					

Question 7: Remuneration

Your employees are entitled to the following remuneration benefits:

Please Tick (✓) the extent to which you agree or disagree on the statements below		
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based on your experience.			
7.1	Travel allowance for official work activities	Yes	No
7.2	Cell phone allowance	Yes	No
7.3	A pension fund with a business' contribution etc.	Yes	No
7.4	Medical aid with a business' contribution	Yes	No
7.5	Annual bonus given (e.g. 13 <sup>th</sup> cheque)	Yes	No
7.6	Sales commission	Yes	No
7.7	Company share options offered	Yes	No
7.8	Overtime pay	Yes	No
7.9	Staff study bursaries available (or financial assistance)	Yes	No

#### Question 8: Overall staff turnover

Kindly rank the 7 issues (discussed above) that could influence staff turnover in order of importance. A score of 1 will denote the MOST contributing factor and a score of 7 will be for the LEAST contributing factor of staff turnover.

Topic	Working hours	Gender	Recruitment	Management	Training	Working	Remuneration
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						conditions	
Rank (1-7)							

Question 9: Please state any other factors which influence the staff turnover of the business:

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## Appendix B: Data collection: shopping centres and shop lists

Shopping mall	Shop name	Data collection result
<u><b>Table view shopping centre</b></u>	DUDU FASHIONS	Refused
	PARTY PEEPS	Received
	THE SCENT CENTRE	Refused
	FEATHERS CAKES AND GIFTS	Refused
<u><b>West Coast village</b></u>	FARTHINGWOODS	Refused
	HEAVENLY LIVING	Refused
	PARADISO DÉCOR & GIFTS	Refused
	FELLAS BOUTIQUE	Received
	AJANTA	Received
	FUNASTICA	Received
<u><b>Brighton square</b></u>	CELL PHONE SHOP	Received
	FASHION TREND	Received
	PET SHOP	Refused
	AMAZING STORE	Received
<u><b>Cape gate shpping centre</b></u>	GIFTS BY JULIE	Received
	RALO COSMECTIC	Received
	BEADS AND GEMS	Received
	BOTIQU SHARON	Refused
	CAPE CINDERELLA	Refused
	CHANSON	Refused
<u><b>Canal walk shopping centre</b></u>	EXOTIC PERFUMES	Received
	MARKET JEWELLERS	Received
	MOMBASA	Received
	SPATZ	Received
	DRESS UP	Received
	LEATHER AFFAIR	Refused
	SYMBOL	Refused
	ZNDISA	Refused
	AFRICAN & EASTERN CONNECTION	Refused
	MASSAI MARA CURIO'S	Refused
	SHAWEESH FRAMING	Refused

	LOVISA	Refused
	PENS LIMITED	Refused
	SAIGON SILK	Received
	TRAX TRACKING	Received
	BLOSSOM	Received
	PHOENIX	Refused
	CELLULAR SUPREME	Refused
	EUFRASIA	Refused
	KARAN	Refused
<b><u>Sable square shopping centre</u></b>	43A	Received
	48A	Received
	39A	Received
	5U	Received
	4U	Received
	1U	Refused
	2U	Refused
	3U	Refused
	6U	Received
	1A	Refused
	2A	Refused
	3A	Refused
	4A	Received
	5A	Refused
	6A	Received
	7A	Refused
	9A	Received
	10A	Received
	11A	Received
	12A	Refused
	14A	Refused
	15A	Refused
	16A	Received
	18A	Refused
	19A	Received
	20A	Refused
	21A	Received

	22A	Refused
	24A	Received
	25A	Received
	26A	Refused
	27A	Refused
	29A	Received
<b><u>Stadium on main</u></b>	CELL KIOSK	Received
	FASHION FOR ME	Received
<b><u>N1 city Shopping centre</u></b>	JOYTEL	Received
	FORMA VIVA	Received
	FIRST IMPRESSIONS	Received
	CRAFTER'S ONE STOP SHOP	Refused
	DELIGHT SPICE	Refused
<b><u>Woolworth vailly</u></b>	FLOWERIST	Refused
	BOOK SHOP	Refused
	AFRICA COTTON	Refused
<b><u>Fairbridge mall</u></b>	RED LANTERN	Refused
	BITTERLEKKER	Refused
	BRACKENFELL PETS	Refused
	ELEGANT	Received
	I-FASHION	Received
	Q2	Received
<b><u>Cobal walk</u></b>	ICON FASHION	Received
<b><u>Flamingo centre</u></b>	AQUACTIC PET SHOP	Received
	HEALTH SHOP	Received
	LOCKSOLE	Refused
	BATTIES CLOTHING FACTORY SHOP	Refused
<b><u>Gardens shopping centre</u></b>	HEART WORKS	Refused
	BLANC CANVASS	Refused
<b><u>Town</u></b>	J LEE TRADING	Received
	LOOK IN	Refused
<b><u>Access park</u></b>	ALL THAT GLITTERS	Refused
	ARWA	Refused
	B & J MELTZ	Refused
	BE-DAZZLE	Refused
	BIGGIE BEST	Refused

	CHALLENGE WEAR	Refused
	CHARMING	Received
	CLOTHING RE-LABELLED	Refused
	ENVIRON	Refused
	EURO COSMETICS	Received
	EURO FASHION	Refused
	EXCLUSIVE MENSWEAR	Refused
	FASHION & THINGS	Refused
	FOR U CLOTHING	Received
	FOREVER JEANS	Refused
	GIFT CITY	Refused
	GREEN MAMBA	Refused
	HIP HOP CLOTHING	Refused
	INTIMATE VALUE	Received
	JAHAAAN	Refused
	JAHAAAN EXCLUSIVE	Refused
	JH FASHION TRADING	Refused
	JUNIOR CLOTHING	Refused
	LE COQ SPORTIF	Refused
	LITTLE MISS	Received
	LUCKY BREAK	Received
	ORANGE	Refused
	PALS	Refused
	PLATINUM BRAND HILTON WEINER	Refused
	REDHOT BARGAINS	Refused
	SHOE STOP	Refused
	SP COLLECTION	Refused
	THE BARGAIN HUT	Refused
	THE TAILORED COLLECTION	Refused
	TRADEWINDS	Refused
	TRETINCARE ENVIRON	Refused
	TRIO LEATHER	Refused
	TRIUMPH INTERNATIONAL	Refused
	WISEBUYS	Received
	WW WATCHES	Refused
<b><u>Somereset west shopping centre</u></b>	EVORA	Refused

	BLISS	Received
	ENIGMA	Refused
	ESCAPE	Received
<b><u>Ottery china city</u></b>	A1	Refused
	A2	Received
	A3	Refused
	A4	Refused
	A8	Received
	A9	Received
	A10	Refused
	A11	Refused
	A12	Refused
	A13	Refused
	A14	Refused
	A15	Received
	A16	Received
	A19	Received
	B4	Received
	B5	Refused
	B6	Refused
	B7	Refused
	B14	Refused
	B15	Received
	B16	Refused
	B17	Refused
	B18	Refused
	B19	Refused
	B20	Received
	B21	Received
	B22	Refused
	B23	Refused
	B24	Refused
	B25	Received
	B26	Received
	B27	Refused
<b><u>kenilworth shopping centre</u></b>	THE GIFT STORE	Refused

<b><u>Canvidish shopping centre</u></b>	THE SCOIN SHOP (KIOSK)	Refused
	TWISP ELECTRONIC CIGRATTE	Refused
<b><u>Tygervilly shopping centre</u></b>	BEST WISH	Refused
	SOMETHING PERSONAL	Refused
<b><u>Dragon Mart</u></b>	A1	Refused
	A2	Refused
	A3	Refused
	A4	Received
	A5	Refused
	A6	Refused
	A7	Refused
	A8	Refused
	A9	Received
	A10	Refused
	A11	Received
	A12	Received
	A13	Received
	A14	Received
	A15	Refused
	A16	Refused
	A17	Refused
	B1	Refused
	B2	Received
	B3	Refused
	B4	Received
	B5	Refused
	B6	Refused
	B7	Refused
	B8	Refused
	B9	Refused
	B10	Refused
	B11	Refused
	B12	Received
	B13	Refused
	B14	Refused
	B15	Refused

	B16	Refused
	B17	Refused
	B18	Refused
<b><u>Super spar centre</u></b>	FASHION STYLE	Refused
	SOMETHING GODRESS	Refused
	4U CELL	Refused
<b><u>Parkland centre</u></b>	PARKLAND CIGARETTEE WHOLESALER	Received
	GUITAR CENTER	Received
	CHINESE SUPERMARKET	Received
	PETS PLACE	Refused
<b><u>Parkland Junction</u></b>	VARIETY	Refused
	FUNKY BANANAS	Received
	AWESOME NUTS&DRIED FRUIT	Received
<b><u>Lifestyle centre</u></b>	BABY EXCHANGE SHOP	Refused



Appendix C: Raw data for questionnaire question 1

Response	Shift1										Shift2										Shift3									
	Monday-Friday		Saturday		Sunday		Total working hours per week per shift	Public holidays		Extra working hours if there is public holiday	Monday-Friday		Saturday		Sunday		Total working hours per week per shift	Public holidays		Extra working hours if there is public holiday	Monday-Friday		Saturday		Sunday		Total working hours per week per shift	Public holidays		Extra working hours if there is public holiday
	From	To	From	To	From	To		From	To		From	To	From	To	From	To		From	To		From	To	From	To	From	To		From	To	
1	9:30	17:00	9:30	17:00	9:30	17:00	52.50	9:30	17:00	7:30:00							0.00			0:00:00							0.00			0:00:00
2	9:00	15:00	9:00	21:00	9:00	21:00	54.00			0:00:00							0.00			0:00:00							0.00			0:00:00
3	9:00	15:00	9:00	15:00	9:00	15:00	42.00	9:00	15:00	6:00:00	15:00	22:00	15:00	22:00	15:00	22:00	49.00	15:00	22:00	7:00:00							0.00			0:00:00
4	9:00	18:00	9:00	17:00			53.00	9:00	14:00	5:00:00							0.00			0:00:00							0.00			0:00:00
5	9:00	17:30	9:00	17:00	9:00	14:00	55.50	9:00	17:00	8:00:00							0.00			0:00:00							0.00			0:00:00
6	9:00	18:00	8:30	14:00	8:30	17:00	59.00	9:00	17:00	8:00:00	10:00	19:00	11:00	17:00	9:00	17:00	59.00	9:00	17:00	8:00:00							0.00			0:00:00
7	9:00	17:30	9:00	14:00			47.50			0:00:00							0.00			0:00:00							0.00			0:00:00
8	9:00	17:00	9:00	17:00	9:00	17:00	56.00	9:00	17:00	8:00:00							0.00			0:00:00							0.00			0:00:00
9	9:00	15:00			9:00	21:00	42.00			0:00:00	15:00	21:00	9:00	21:00			42.00	9:00	21:00	12:00:00							0.00			0:00:00
10	9:00	21:00	9:00	21:00	9:00	21:00	84.00	9:00	15:00	6:00:00							0.00			0:00:00							0.00			0:00:00
11	9:00	21:00	9:00	21:00	9:00	21:00	84.00	9:00	21:00	12:00:00							0.00			0:00:00							0.00			0:00:00
12	9:00	21:00	9:00	21:00	9:00	21:00	84.00	9:00	21:00	12:00:00							0.00			0:00:00							0.00			0:00:00
13	8:00	17:00	8:00	15:00	9:00	14:00	57.00	9:00	14:00	5:00:00							0.00			0:00:00							0.00			0:00:00
14	9:00	17:00	9:00	17:00			48.00			0:00:00							0.00			0:00:00							0.00			0:00:00
15	9:00	19:00			9:00	19:00	60.00	9:00	19:00	10:00:00							0.00			0:00:00							0.00			0:00:00
16	8:30	16:45	8:30	13:45	9:00	13:00	50.50	9:00	13:00	4:00:00							0.00			0:00:00							0.00			0:00:00
17	9:00	17:00	9:00	14:00			45.00			0:00:00							0.00			0:00:00							0.00			0:00:00
18	9:00	17:00	9:00	17:00	9:00	17:00	56.00	9:00	17:00	8:00:00	10:00	19:00	10:00	19:00	10:00	17:00	61.00	10:00	17:00	7:00:00							0.00			0:00:00
19	9:00	18:00	9:00	18:00	9:00	17:00	62.00	9:00	18:00	9:00:00	10:00	19:00	10:00	19:00			54.00	10:00	19:00	9:00:00							0.00			0:00:00
20	16:00	19:00	11:00	17:00	9:00	13:00	25.00	9:00	16:00	7:00:00	9:00	16:00	9:00	13:00			39.00			0:00:00			13:00	19:00	12:00	17:00	11.00	13:00	19:00	6:00:00
21	9:00	17:00:00	9:00:00	17:00:00	9:00:00	17:00:00	56.00	9:00	17:00	8:00:00							0.00			0:00:00							0.00			0:00:00
22	9:00	19:00:00	9:00:00	19:00:00	9:00:00	17:00:00	68.00	9:00	19:00	10:00:00	9:00	18:00	10:00	19:00	11:00	17:00	60.00	9:00	10:00	1:00:00							0.00			0:00:00
23	9:00	17:30:00	9:00:00	17:00:00	10:00:00	16:30:00	57.00	10:00	16:30	6:30:00							0.00			0:00:00							0.00			0:00:00
24	9:00	18:00:00	9:00:00	16:00:00			52.00	9:00	12:00	3:00:00							0.00			0:00:00							0.00			0:00:00
25	8:30	18:00:00	8:30:00	16:00:00			55.00	10:30:00	14:00:00	3:30:00							0.00			0:00:00							0.00			0:00:00
26	8:00	17:00:00	8:00:00	13:00:00	8:00:00	13:00:00	55.00	9:00:00	13:00:00	4:00:00							0.00			0:00:00							0.00			0:00:00
27	9:00	18:00:00	9:00:00	17:00:00	9:00:00	17:00:00	61.00	9:00:00	17:00:00	8:00:00							0.00			0:00:00							0.00			0:00:00
28	9:00	18:00:00	9:00:00	15:00:00	10:00:00	14:00:00	55.00	10:00:00	14:00:00	4:00:00							0.00			0:00:00							0.00			0:00:00
29	9:30	18:00:00	9:00:00	16:00:00	10:00:00	14:00:00	53.50	10:00:00	14:00:00	4:00:00							0.00			0:00:00							0.00			0:00:00
30	9:00	17:00:00	9:00:00	14:30:00			45.50			0:00:00		10:00	15:30				5.50			0:00:00				10:00	14:00		4.00	10:00	14:00	4:00:00
31	9:00	17:00:00	9:00:00	14:00:00			45.00	9:00:00	13:00:00	4:00:00							0.00			0:00:00							0.00			0:00:00
32	9:00	17:00:00	9:00:00	15:00:00			46.00			0:00:00							0.00			0:00:00							0.00			0:00:00
33	9:00	17:30:00	9:00:00	16:00:00	10:00:00	14:00:00	53.50	9:00:00	15:00:00	6:00:00							0.00			0:00:00							0.00			0:00:00
34	9:00	17:00	9:00:00	15:00:00			46.00	10:00:00	14:00:00	4:00:00							0.00			0:00:00							0.00			0:00:00
35	9:00	17:00:00	9:00:00	15:00:00			46.00	9:00:00	13:00:00	4:00:00							0.00			0:00:00							0.00			0:00:00
36	9:00	17:00:00	9:00:00	15:30:00	9:00:00	13:00:00	50.50			0:00:00							0.00			0:00:00							0.00			0:00:00
37	8:00	17:00:00	8:00:00	15:00:00	9:00:00	13:00:00	56.00	9:00:00	13:00																					

Appendix D: Raw data for questionnaire question 2.1 to question 8

Legend:

For question 2.2 to 6.5 liker scale

1= Strongly disagree

2= Disagree

3=Neutral

4=Agree

5=Strongly Agree

For question 7.1 to 7.9

1= Yes

2= No

	Question 2.1		Question 2.2	Question 3.1	Question 3.2	Question 3.3	Question 3.4	Question 3.5	Question 3.6	Question 4.1	Question 4.2	Question 4.3	Question 4.4	Question 4.5	Question 5.1	Question 5.2	Question 5.3	Question 6.1	Question 6.2	Question 6.3	Question 6.4	Question 6.5	Question 7.1	Question 7.2	Question 7.3	Question 7.4	Question 7.5	Question 7.6	Question 7.7	Question 7.8	Question 7.9	Question 8 Ranking							
Responses	Number of female employees	Total employees																														Working hours	Gender	Recruitment	Management	Training	Working Condition	Remuneration	
1	4	5	4	2	5	1	2	4	1	2	5	4	3	1	4	2	2	4	2	1	4	2	1	2	2	2	1	2	2	1	1	2	2	3	5	4	7	6	1
2	2	4	4	4	3	4	4	4	4	3	3	3	4	4	4	4	4	1	4	2	1	4	2	1	2	1	2	1	1	2	1	2	Answer not valid						
3	5	6	4	4	3	2	3	3	3	3	3	3	3	2	5	2	2	4	1	5	3	5	1	2	2	2	1	2	1	2	1	2	No answer						
4	2	2	2	2	4	4	4	4	5	4	2	4	4	2	2	4	3	4	4	4	4	4	4	2	2	1	2	1	2	2	1	2	2	7	3	4	5	6	1
5	1	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	1	2	1	1	1	1	1	2	Answer not valid							
6	3	5	2	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	1	2	1	2	1	2	2	1	2	7	3	4	1	2	6	5	
7	1	1	3	4	4	4	4	4	4	3	4	4	3	4	3	4	3	2	3	2	3	2	5	5	1	1	2	2	1	2	2	2	4	5	2	1	3	6	7
8	4	4	4	3	4	4	4	4	4	5	5	5	5	5	5	5	5	4	4	4	4	4	4	2	2	2	1	2	2	1	2	No answer							
9	3	3	4	4	4	3	4	4	4	4	3	4	3	2	3	2	2	3	2	4	4	3	2	2	2	2	2	2	1	2	1	2	Answer not valid						
10	4	5	3	4	4	4	3	3	4	4	2	2	3	3	2	2	2	2	2	4	4	3	2	2	2	2	1	2	2	1	2	Answer not valid							
11	1	2	4	3	3	4	3	4	5	5	4	5	5	5	4	5	4	5	5	4	4	5	2	2	2	2	1	1	2	1	2	4	7	3	2	5	6	1	
12	7	7	3	2	5	5	4	5	5	4	5	4	3	5	3	4	3	5	1	5	4	5	1	2	2	2	1	1	2	1	2	6	4	5	3	7	1	2	
13	5	6	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	1	1	1	2	2	2	2	2	2	7	5	3	4	1	6
14	6	12	4	4	5	2	4	4	5	5	2	4	5	2	2	2	2	4	4	2	5	5	1	2	2	2	1	2	2	1	2	Answer not valid							
15	4	4	3	3	5	5	5	5	5	5	5	4	3	5	4	5	4	5	4	3	4	5	2	2	1	1	2	1	2	1	2	2	7	6	4	5	3	1	
16	6	10	5	5	5	3	4	4	4	5	4	2	3	2	3	2	5	4	3	2	3	5	2	2	2	2	1	2	2	1	2	Answer not valid							
17	6	11	5	3	3	4	4	4	4	4	4	5	4	3	3	4	3	3	2	4	3	2	4	2	2	2	1	2	2	1	2	No answer							
18	1	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	2	2	1	2	2	1	2	2	1	3	5	4	7	6	
19	3	3	4	5	3	5	3	5	5	5	5	5	5	5	1	1	1	5	5	5	5	1	3	2	2	2	2	1	2	1	2	2	7	6	5	3	4	2	1
20	4	4	3	4	4	5	4	5	5	5	5	5	3	2	3	3	2	4	5	5	5	4	2	2	2	2	2	2	2	1	2	Answer not valid							
21	2	2	4	1	5	5	5	5	5	5	5	5	5	5	5	5	4	5	2	5	5	5	5	2	2	2	2	2	2	1	2	No answer							
22	3	3	1	2	5	3	3	3	4	5	4	4	5	4	3	4	5	5	4	4	3	4	1	1	1	2	1	1	1	1	1	1	1	7	5	2	3	4	6
23	1	2	3	2	4	5	5	5	5	4	5	4	5	3	4	4	4	5	5	5	4	5	1	1	1	2	2	2	2	1	2	Answer not valid							
24	0	3	2	2	4	2	4	2	4	4	2	4	4	4	4	2	2	4	2	4	4	2	2	2	2	2	2	2	2	2	2	3	2	4	6	5	7	1	
25	1	2	2	2	4	5	5	5	5	5	4	4	4	4	4	4	4	4	4	5	5	4	1	2	1	1	1	1	1	1	2	1	7	4	3	5	6	2	
26	0	2	3	2	5	4	4	3	4	4	3	2	5	2	4	4	3	2	3	2	3	5	1	1	2	2	1	1	2	2	2	Answer not valid							
27	2	2	2	1	1	1	1	1	1	1	5	5	5	5	5	5	5	5	5	5	5	5	1	2	1	1	1	1	1	1	1	6	7	4	1	5	3	2	
28	4	4	2	4	4	4	4	4	4	4	2	4	4	3	3	4	4	4	4	4	4	4	2	2	2	2	2	2	2	1	2	4	7	6	1	5	3	2	
29	2	2	4	4	4	3	3	4	3	3	4	4	4	4	3	3	3	5	3	5	3	2	2	2	2	2	2	1	2	2	2	Answer not valid							
30	3	5	1	3	4	4	3	4	4	3	5	5	5	5	4	4	4	5	5	5	5	5	1	2	2	2	1	1	2	1	1	Answer not valid							
31	2	2	4	3	5	5	4	4	5	3	5	5	2	3	4	5	5	5	4	1	5	5	5	1	2	2	2	2	2	1	1	Answer not valid							
32	1	1	4	2	5	5	5	5	5	4	4	3	4	4	5	5	2	1	1	1	1	3	2	2	2	2	2	2	2	2	2	Answer not valid							
33	3	4	4	4	2	2	2	4	2	4	4	4	4	4	4	2	2	2	4	4	4	4	2	2	2	2	2	2	2	1	2	2	6	7	3	4	1	5	
34	2	3	4	2	4	4	4	4	4	5	4	5	4	3	3	3	5	4	4	5	5	1	2	2	2	2	2	2	2	1	2	2	2	6	4	1	5	3	7
35	2	2	3	3	4	4	4	3	4	3	2	4	4	4	4	4	4	4	3	3	4	2	2	2	2	2	2	2	2	1	1	Answer not valid							
36	3	3	5	2	5	5	2	2	2	4	2	4	2	4	4	4	4	4	4	2	2	2	2	2	2	2	2	2	2	2	2	1	4	7	5	6	2	3	
37	1	2	3	4	3	4	2	3	5	5	4	5	5	4	5	4	5	4	4	4	5	5	1	2	1	1	1	1	1	1	1	Answer not valid							
38	9	9	3	4	4	4	4	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5	1	2	1	1	1	1	1	1	1	Answer not valid							
39	3	4	4	3	4	4	4	4	4	4	2	2	4	4	4	4	4	2	4	4	4	2	2	2	2	2	2	2	2	2	2	Answer not valid							
40	1	1	5	4	5	5	5	5	5	5	5	5	3	5	4	4	4	4	5	5	5	5	5	2	2	2	1	1	2	1	2	5	7	2	1	3	4	6	
41	2	3	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	1	1	1	2	1	1	2	1	Answer not valid							
42	2	3	5	5	5	5	5	5	5	4	5	5	5	5	4	4	5	5	5	4	5	5	2	2	1	2	1	2	2	1	2	3	5	6	7	4	2	1	
43	1	2	5	5	4	5	4	4	4	4	4	4	4	4	4	5	5	4	5	5	5	5	1	1	2	2	1	1	2	1	1	Answer not valid							
44	3	3	2	4	4	4	4	5	4	5	3	4	3	4	3	4	3	5	4	4	5	5	1	2	2	2	1	2	2	1	2	Answer not valid							
45	4	4	3	2	4	5	2	2	4	4	5	4	4	4	4	4	4	4	4	4	4	4	1	1	1	1	1	2	1	2	1	Answer not valid							
46	4	4	4	1	4	4	2	4	1	2	4	2	4	2	4	4	4	4	4	4	4	4	2	2	2	2	1	2	2	1	2	3	1	6	4	7	5	2	
47	2	3	4	2	4	3	2	4	2	2	4	2	2	2	5	5	2	5	5	5	5	2	2	2	2	2	1	2	2	1	2	1	Answer not valid						
48	0	4	4	3	4	4	3	4	4	5	4	5	5	3	4	3	3	4	4	3	5	4	1	1	2	2	1	2	1	1	2	Answer not valid							
49	1	2	3	4	4	4	4	4	5	5	5	5	5	4	4	4	5	4	5	4	5	2	2	1	2	1	2	2	1	2	Answer not valid								
50	2	2	2	5	5	5	4	4	5	5	4	5	4	5	3	4	5	3																					

## Appendix E: Raw data for questionnaire question 9

Responses	Answer	Comment
3	Cost of business (Rent)	
4	Theft by employees	
6	Customer service	
8	Incentive and regular meetings	
12	Incentives	Disregard
14	Attitude from employees	
15	Location, sells made, security	
19	Bonus and incentive	Disregard
23	Staff training	Disregard
29	Training and staff attitude	
32	salary level, career growth opportunity	Disregard
33	management	Disregard
34	incentive, employment condition	Disregard
37	Staff training	Disregard
38	Staff training	Disregard
39	Staff training	Disregard
42	management and working condition	Disregard
46	Staff attitude	
53	staff training and attitude	
58	Commission on sale	Disregard
59	Salary level, basic employment condition	Disregard
63	Staff training	Disregard

## Appendix F: Analysis of raw data for questionnaire question 1

	<b>Numbers of response in the category</b>	<b>Total responses</b>	<b>% of responses</b>
One shift	69	83	83.13%
More than one shift	14	83	16.87%
Working later than 17:00 during week days	44	83	53.01%
Working on Saturday	74	83	89.16%
Public holiday working more than 6 hours	40	83	48.19%
Sunday working more than 6 hours	36	83	43.37%

## Appendix G: Analysis of raw data for questionnaire question 2 to question 8

### Summary Section of Q2\_1\_Fem\_Prop

Count	Mean Range	Standard Deviation	Standard Error	Minimum	Maximum
83	0.8072 1.0000	0.2494	0.0274	0.0000	1.0000

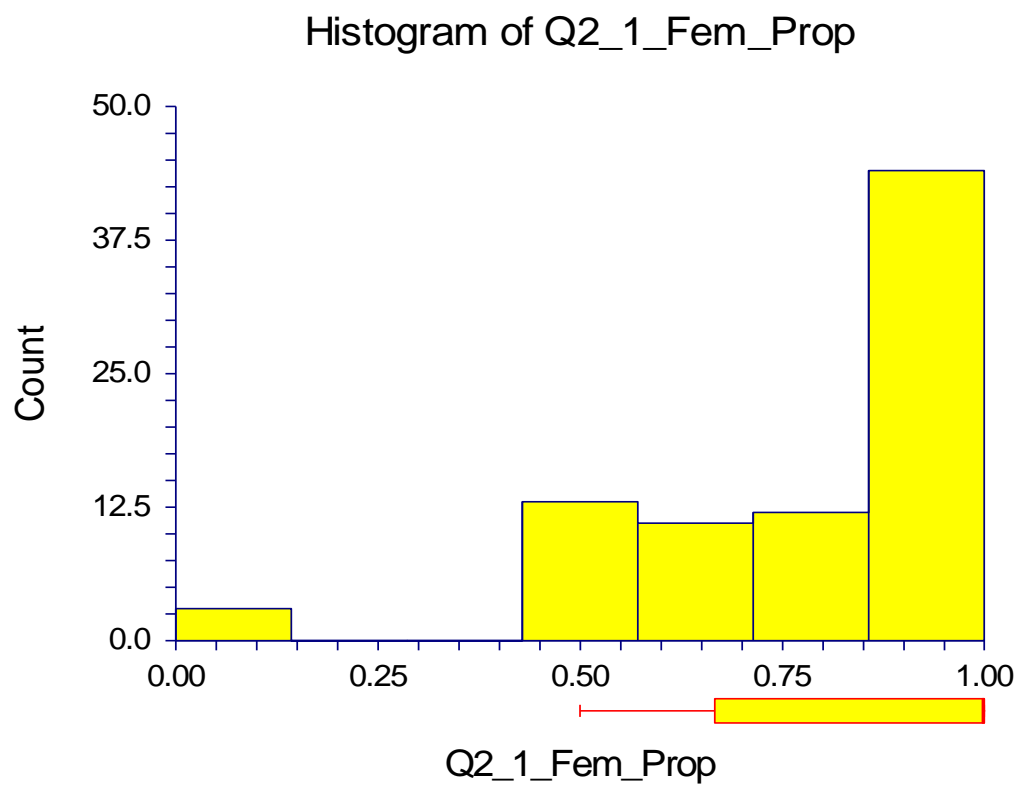
### Means Section of Q2\_1\_Fem\_Prop

Parameter	Mean Mode	Median	Geometric Mean	Harmonic Mean	Sum
Value	0.8072 1.0000	1.0000	0.8111	0.7819	66.9955
Std Error	0.0274				2.2726
95% LCL	0.7527	0.7500	0.7648	0.7345	62.4745
95% UCL	0.8616	1.0000	0.8603	0.8358	71.5164
T-Value	29.4797				
Prob Level	0				
Count	83		80	80	

44

The geometric mean confidence interval assumes that the  $\ln(y)$  are normally distributed.

The harmonic mean confidence interval assumes that the  $1/y$  are normally distributed.



### Frequency Distribution of Q2\_2

Q2_2	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	4	4	4.82	4.82	
2	18	22	21.69	26.51	
3	20	42	24.10	50.60	
4	32	74	38.55	89.16	
5	9	83	10.84	100.00	

### Frequency Distribution of Q3\_1\_

Q3_1_	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	3	3	3.61	3.61	
2	22	25	26.51	30.12	
3	20	45	24.10	54.22	
4	26	71	31.33	85.54	
5	12	83	14.46	100.00	

### Frequency Distribution of Q3\_2

Q3_2	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	1.20	1.20	
2	2	3	2.41	3.61	
3	7	10	8.43	12.05	
4	47	57	56.63	68.67	
5	26	83	31.33	100.00	

### Frequency Distribution of Q3\_3

Q3_3	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	2	2	2.41	2.41	
2	11	13	13.25	15.66	
3	12	25	14.46	30.12	
4	34	59	40.96	71.08	
5	24	83	28.92	100.00	

### Frequency Distribution of Q3\_4

Q3_4	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	1.20	1.20	

2	8	9	9.64	10.84	
3	13	22	15.66	26.51	
4	40	62	48.19	74.70	
5	21	83	25.30	100.00	

#### Frequency Distribution of Q3\_5

Q3_5	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	1.20	1.20	
2	6	7	7.23	8.43	
3	8	15	9.64	18.07	
4	47	62	56.63	74.70	
5	21	83	25.30	100.00	

#### Frequency Distribution of Q3\_6

Q3_6	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	4	4	4.82	4.82	
2	6	10	7.23	12.05	
3	5	15	6.02	18.07	
4	40	55	48.19	66.27	
5	28	83	33.73	100.00	

#### Frequency Distribution of Q4\_1

Q4_1	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	1.20	1.20	
2	11	12	13.25	14.46	
3	12	24	14.46	28.92	
4	30	54	36.14	65.06	
5	29	83	34.94	100.00	

#### Frequency Distribution of Q4\_2

Q4_2	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	1.20	1.20	
2	17	18	20.48	21.69	
3	13	31	15.66	37.35	
4	34	65	40.96	78.31	
5	18	83	21.69	100.00	



#### Frequency Distribution of Q4\_3

Q4_3	Count	Cumulative	Percent	Cumulative	Graph of Percent
		Count		Percent	
2	7	7	8.43	8.43	
3	13	20	15.66	24.10	
4	41	61	49.40	73.49	
5	22	83	26.51	100.00	

#### Frequency Distribution of Q4\_4

Q4_4	Count	Cumulative	Percent	Cumulative	Graph of Percent
		Count		Percent	
2	11	11	13.25	13.25	
3	17	28	20.48	33.73	
4	33	61	39.76	73.49	
5	22	83	26.51	100.00	

#### Frequency Distribution of Q4\_5

Q4_5	Count	Cumulative	Percent	Cumulative	Graph of Percent
		Count		Percent	
1	2	2	2.41	2.41	
2	21	23	25.30	27.71	
3	13	36	15.66	43.37	
4	30	66	36.14	79.52	
5	17	83	20.48	100.00	

#### Frequency Distribution of Q5\_1

Q5_1	Count	Cumulative	Percent	Cumulative	Graph of Percent
		Count		Percent	
1	2	2	2.41	2.41	
2	6	8	7.23	9.64	
3	18	26	21.69	31.33	
4	40	66	48.19	79.52	
5	17	83	20.48	100.00	

#### Frequency Distribution of Q5\_2

Q5_2	Count	Cumulative	Percent	Cumulative	Graph of Percent
		Count		Percent	
1	2	2	2.41	2.41	
2	10	12	12.05	14.46	

3	7	19	8.43	22.89	
4	45	64	54.22	77.11	
5	19	83	22.89	100.00	

#### Frequency Distribution of Q5\_3

Q5_3	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	1.20	1.20	
2	20	21	24.10	25.30	
3	14	35	16.87	42.17	
4	31	66	37.35	79.52	
5	17	83	20.48	100.00	

#### Frequency Distribution of Q6\_1

Q6_1	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	5	5	6.02	6.02	
2	14	19	16.87	22.89	
3	10	29	12.05	34.94	
4	30	59	36.14	71.08	
5	24	83	28.92	100.00	

#### Frequency Distribution of Q6\_2

Q6_2	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	8	8	9.64	9.64	
2	13	21	15.66	25.30	
3	12	33	14.46	39.76	
4	36	69	43.37	83.13	
5	14	83	16.87	100.00	

#### Frequency Distribution of Q6\_3

Q6_3	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	4	4	4.82	4.82	
2	17	21	20.48	25.30	
3	6	27	7.23	32.53	
4	27	54	32.53	65.06	
5	29	83	34.94	100.00	

#### Frequency Distribution of Q6\_4

Q6_4	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	4	4	4.82	4.82	
2	7	11	8.43	13.25	
3	8	19	9.64	22.89	
4	36	55	43.37	66.27	
5	28	83	33.73	100.00	

#### Frequency Distribution of Q6\_5

Q6_5	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	2	2	2.41	2.41	
2	7	9	8.43	10.84	
3	11	20	13.25	24.10	
4	28	48	33.73	57.83	
5	35	83	42.17	100.00	

#### Frequency Distribution of Q7\_1

Q7_1	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	28	28	33.73	33.73	
2	55	83	66.27	100.00	

#### Frequency Distribution of Q7\_2

Q7_2	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	13	13	15.66	15.66	
2	70	83	84.34	100.00	

#### Frequency Distribution of Q7\_3

Q7_3	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	22	22	26.51	26.51	
2	61	83	73.49	100.00	

#### Frequency Distribution of Q7\_4

Q7_4	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	16	16	19.28	19.28	

2	67	83	80.72	100.00	
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#### Frequency Distribution of Q7\_5

Q7_5	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	52	52	62.65	62.65	
2	31	83	37.35	100.00	

#### Frequency Distribution of Q7\_6

Q7_6	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	41	41	49.40	49.40	
2	42	83	50.60	100.00	

#### Frequency Distribution of Q7\_7

Q7_7	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	14	14	16.87	16.87	
2	69	83	83.13	100.00	

#### Frequency Distribution of Q7\_8

Q7_8	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	65	65	78.31	78.31	
2	18	83	21.69	100.00	

#### Frequency Distribution of Q7\_9

Q7_9	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	15	15	18.07	18.07	
2	68	83	81.93	100.00	

#### Frequency Distribution of Q8\_Hours

Q8_Hours	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	4	4	10.00	10.00	
2	10	14	25.00	35.00	
3	8	22	20.00	55.00	
4	5	27	12.50	67.50	
5	4	31	10.00	77.50	

6	6	37	15.00	92.50	
7	3	40	7.50	100.00	

#### Frequency Distribution of Q8\_Gender

Q8_Gender	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	5	5	12.50	12.50	
2	2	7	5.00	17.50	
3	2	9	5.00	22.50	
4	5	14	12.50	35.00	
5	3	17	7.50	42.50	
6	5	22	12.50	55.00	
7	18	40	45.00	100.00	

#### Frequency Distribution of Q8\_Recruit

Q8_Recruit	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	2.50	2.50	
2	3	4	7.50	10.00	
3	4	8	10.00	20.00	
4	8	16	20.00	40.00	
5	12	28	30.00	70.00	
6	7	35	17.50	87.50	
7	5	40	12.50	100.00	

#### Frequency Distribution of Q8\_Manage

Q8_Manage	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	9	9	22.50	22.50	
2	5	14	12.50	35.00	
3	9	23	22.50	57.50	
4	7	30	17.50	75.00	
5	3	33	7.50	82.50	
6	2	35	5.00	87.50	
7	5	40	12.50	100.00	

#### Frequency Distribution of Q8\_Training

Q8_Training	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	1	1	2.50	2.50	

2	1	2	2.50	5.00	
3	7	9	17.50	22.50	
4	7	16	17.50	40.00	
5	12	28	30.00	70.00	
6	7	35	17.50	87.50	
7	5	40	12.50	100.00	

#### Frequency Distribution of Q8\_WCondit

Q8_WCondit	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	5	5	12.50	12.50	
2	10	15	25.00	37.50	
3	7	22	17.50	55.00	
4	6	28	15.00	70.00	
5	3	31	7.50	77.50	
6	7	38	17.50	95.00	
7	2	40	5.00	100.00	

#### Frequency Distribution of Q9\_Remun

Q9_Remun	Count	Cumulative Count	Percent	Cumulative Percent	Graph of Percent
1	15	15	37.50	37.50	
2	9	24	22.50	60.00	
3	3	27	7.50	67.50	
4	2	29	5.00	72.50	
5	3	32	7.50	80.00	
6	6	38	15.00	95.00	
7	2	40	5.00	100.00	

## Appendix H: Analysis of raw data for questionnaire questions 9

Responses	Answer	Comment
3	Cost of business (Rent)	
4	Theft by employees	
6	Customer service	
8	Incentive and regular meetings	
14	Attitude from employees	
15	Location, sells made, security	
29	Training and staff attitude	
46	Staff attitude	
53	staff training and attitude	

## Appendix I: Data reliability check

### Reliability

#### Scale: Q3

**Case Processing Summary**

		N	%
Cases	Valid	83	100.0
	Excluded <sup>a</sup>	0	.0
	Total	83	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.819	6

#### Scale: Q4

**Case Processing Summary**

		N	%
Cases	Valid	83	100.0
	Excluded <sup>a</sup>	0	.0
	Total	83	100.0



a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.780	5

### Scale: Q5

#### Case Processing Summary

		N	%
Cases	Valid	83	100.0
	Excluded <sup>a</sup>	0	.0
	Total	83	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.757	3

### Scale: Q6

#### Case Processing Summary

		N	%
Cases	Valid	83	100.0
	Excluded <sup>a</sup>	0	.0
	Total	83	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.695	5

### Scale: Q7

#### Case Processing Summary

		N	%
Cases	Valid	83	100.0
	Excluded <sup>a</sup>	0	.0
	Total	83	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.732	9

### Scale: Q8

#### Case Processing Summary

		N	%
Cases	Valid	83	100.0
	Excluded <sup>a</sup>	43	.518
	Total	83	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.832	7

## **Appendix J: Letter of consent**