Factors Responsible for Employee Turnover at Boomerang Outsourcer Call Centre in the Cape Metropolis.

By

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Abstract

This study set out to investigate the factors influencing staff turnover at a domestic outsourcer call centre. The goal of this study was to identify the factors that influence employee turnover both from within and outside of the workplace. The desire to create job stability in the market and the rising young unemployment rates in South Africa are what inspired the idea for this study. The research also intended to explain why specific factors, which may be directly or indirectly related to the job or employee, affect an employee's tenure at a position.

At Boomerang, a questionnaire was used as the primary instrument for gathering data. Agents on the operations floor who have worked in one or more of Boomerang's campaigns made up the sample for this study. Because the research did not concentrate on any time-influenced factors, their employment status as of the distribution of the questionnaire was not relevant. The questionnaire was split into three main categories, section A was the biography, getting to know the respondents and how they relate to the job. Section B was the Likert scale, and this had statements that addressed the fundamental research and the respondents had to rate them on a scale of 1 to 5 were 1 was Strongly agree and 5 was Strongly disagree.

Using Zoho Survey, a survey distribution tool, the questionnaire was made available online and this proved to be much easier than hard copy distribution. Zoho Analytics, a data analytics tool that parses raw data into usable insights, was used to classify, edit, code, and analyse the acquired data. This software is used for both batch and non-batch statistical analysis that is organized and logical. Because it is user-friendly and will help with transforming the data to graphs, charts, and other forms, the data analysis tool that was chosen can be used to store and interpret the data.

Some excellent aspects were brought up in the comments that the company is doing well, such as cultivating a cordial atmosphere and a joyful culture among the peers. However, according to the responses, the research found that a lot of factors influence how long employees stay at a company. Low income or looking for better opportunities were the most frequent causes. Most respondents pointed out the necessity for the business to match industry norms for compensation and suggested that, among other things, they could reconsider. Given how frequently questions about compensation

are raised, management in the payroll department has been found to be deficient in some responses.

That was noted to be frustrating because one can never know if they are getting paid correctly or not, hence there is inconsistency. While some of the responses indicated neutrality in most of the questions, this gave the researcher a picture that management needs to be more proactive in engaging with their agents as this indicated one of two things, either they don’t know, or they don’t care.

In conclusion the research revealed that among the many other reasons that employees leave the company in particular the call centre under study, its remuneration. Whilst the responses that focus on management were varied from good to bad, the general consensus with regards to remuneration is the same, employees are not happy with their remuneration mainly because the cost of living in South Africa is rising and employees feel management should adjust remuneration in line with the job market and the cost of living. As the research showed, the findings from this created a platform for future research with a key focus on employee management within the confines of the contact centre industry. While this research focuses on South Africa because of its current economic and labour problems, this can be extrapolated to a a global scale to which the same concepts of research can be applied. The only distinguishing factor would be how the industry operates within the global context Also, future studies and avenues of research can be conducted on Motivation and Leadership as theories in the other types of call centres like international captive contact centres, domestic captive contact centres and international outsourced contact centres.

Dedication

For

My Parents

Benson and Norah

I hope I have made you proud.

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Without God, nothing is possible. I lift up my hands in gratitude and happiness for seeing me this far. I once thought of giving up but here we are.

I would like to deeply thank **Dr Larry Enoch Jowah**, this man cracked the whip on me to get this done when I had given up because he saw the potential in me, and I am ever grateful for his support and seeing this through with me.

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Tino Ngoshi, *rasta vazopedza ma sports, unoziviswa ne anenge aziva Jahman.*

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CHAPTER 1:
INTRODUCTION

1.1 Introduction

In companies across the various sectors of the economy, employees join and leave for various reasons, and this recurrent issue poses a constant headache to business owners as it presents many challenges and, at the same time, unearths others within the business. They can aptly be referred to as employee turnover. These reasons, to be explained later, form the basis of understanding employee turnover, i.e., the rate at which employees join and leave the company. Roder (2019) describes employee turnover as "*the loss of talent in the workforce over time"*. The stability of a company depends on the employees, which means that the longer the employees stay, the more stable the company is and the more stable and experience the employee gets. However, Randhawa (2007) indicates that there are costs involved with employee turnover, and he points out that the cost of such is not only in recruitment and training but also in terms of work disruption and demoralisation of the remaining employees. An employee is the most prized asset of any business organisation, and as such, management must ensure that they are satisfied as this guarantees longevity of the employee staying in the company. That satisfaction is in various forms; it can be more remuneration, better working conditions or recognition. It is the lack of these that pushes employees to seek greener pastures.

Conversely, these factors are attraction factors in organisations that do it very well as employees tend to want to work harder and be motivated. Hoyle (2022), the managing director of Marketing Signals, recently announced on LinkedIn that they are moving to a four-day work week, and in the announcement, he mentioned that this shift would not affect their remuneration and should lead to more motivation, productivity and a happy workforce. This move is a total shift from the traditional five-day work week to a four-day one, meaning the employees have long weekends. Going back to why employee turnover is high, one would not want to leave such a company because there is a motivating factor and no remuneration and benefits reduction. Ultimately, when well executed, the motivators, according to Herzberg (1959:78), will guarantee employee satisfaction.

Maslow's hierarchy of needs suggests that job security is the second bottom after other basic human needs like food, shelter, and security. Moreover, a safe and comfortable workplace where one can thrive forms the basics of our existence within the workspace. The fact that it comes immediately after the physiological needs means that it is a building block to who we are as individuals in our need to live and thrive. It forms the basis of our human needs, and everything else follows. Tulika and Prakash (2016) echoed this sentiment when they said:

> When Maslow's hierarchy of needs is applied to work situations, it implies that managers have the responsibility, first, to make sure that the deficiency needs are met. This means, in broad terms, a safe environment and proper wages. Second, it implies creating a proper climate in which employees can develop their full potential. Failure to do so would theoretically increase employee frustration and could result in poorer performance, lower job satisfaction and increased withdrawal from the organisation. (p. 3)

With the current job market in South Africa and more focus on the contact centre industry, it is an entry-level job for most school leavers who, if they get good working conditions, thrive on rising into senior management, but that could take years. However, compared to the other job sectors in the economy, the contact centre industry is easy to enter as it has very minimal requirements. As a result, most call centre employees are school leavers trying to break into the job market and get relevant experience or, at some point, make a career change after having settled in the work environment for a while. Furthermore, as this researcher has experienced first-hand, there is a high employee turnover, and management always tries to stay ahead of the attrition rate as people frequently leave for one reason or another. Duong (2016) identifies four types of turnover: voluntary, involuntary, retirements and transfers. These will be expanded in the second chapter, but they give an overview of the types of turnover within organisations.

While looking at Maslow's Hierarchy of needs as our model to base where job security fits, Herzberg's two-factor theory, also known as the Motivation-Hygiene Theory, comes into play as it looks at job satisfaction within the work environment. This theory will be further expanded under the literature review.

1.2 Research Aim

This research aims to provide an insight to Boomerang management into why there is a high employee turnover, and in so doing, this research will provide a basis for making strategic decisions around their workforce.

1.2.1 Research objectives

The aim of this study will be achieved by pursuing the following objectives:

1. Identify organisational factors responsible for employee turnover
2. Establish other factors that are responsible or influencing high employee turnover
3. Establish what job satisfaction strategies are in place
4. Identify what the organisation is doing to manage the high employee turnover
5. Identify management behaviour patterns that cause employee turnover

1.2.2 Research questions

To understand the issue at hand regarding the high turnover, these questions were asked:

1. What organisational factors are responsible for employee turnover?
2. What other factors are responsible for or influence employee turnover?
3. What are the job satisfaction strategies in place within the company?
4. What is the organisation doing to manage the high turnover?
5. What are the management behaviour patterns causing the high labour turnover?

1.3 Definition of Basic Terms

Contact Centre – Also referred to as a call centre, Brown, Gans, Mandelbaum, Sakov, Shen, Zeltyn, and Zhao (2005:38), contact center is a service network where employees deliver services over the phone. Customers wait in tele-queues for these services. They states further that a contact centre may have multiple call centres within a facility, catering for more than one company or service provider.

Employee Turnover - Roder (2019) describes employee turnover as "the loss of talent in the workforce over time". It is calculated as a percentage.

Attrition - Nappinnai and Premavathy (2013:11) define attrition as the constant reduction of an employee workforce that is not replaced enough. In other words, the employee base shrinks as more and more workers leave the company either by death, resignation, chasing greener pastures, being laid off or any other reason.

Leadership - House et al. (2004) define leadership as the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of organisations of which they are members.

Management - According to Henri Fayol (1925), as quoted by Gulshan (2011:266), management is to forecast and plan, organise, command, co-ordinate and control resources and operations within a business.

Campaign – A call centre campaign as an effort by a team to improve business results by proactively cold calling contacts or conducting an advertising blitz to drive calls. From there, they can segment the calls by region, prospect or customer type, or goal.

Campaign Managers – He or she is the individual tasked to be responsible for the operational modalities of a campaign. Managers are responsible for ensuring that the operational quotas and targets are met.

Team Leaders – Within a campaign, there might be teams that are created for a specific task of the campaign. It is the duty of team leaders to make sure that those clusters or small groups within the team function properly. It is a junior management role.

Shift leaders – These are individuals that can double up as team leaders, but sometimes they work independently. They make sure that the designated shift of the day is met in terms of call quotas and attendance.

1.4 Problem Statement

The call centre concept started in the 1960s through 1980s as "answering services" until businesses that specialised in answering services emerged. The off-premises extension (OPX) provided an outsourced answering service for subscribing businesses. The answering service would be connected to the switchboard and answer all otherwise unattended phones of the subscribing businesses with a live operator, which is inbound calling. The live operator would take messages with greater human interactivity than a mechanical answering machine. Undoubtedly this method would be more costly than using machines; the advantage was the readiness of the after-hours callers. The service provider also had the advantage of calling the client and informing them of important calls and messages, which in this case is outbound calling. This started to replace the use of Private Automated Business Exchanges (PABX) and has now developed into formal business service centres catering for customers on a global scale. Businesses would be allowed to focus on what they do best and have an outsourced company to handle queries and enquiries on their behalf.

There are four main types of call centres depending on the target market they want to reach: international and domestic captives, domestic and international outsourcers. The type of call centre under study is a domestic outsourcer. This service provides the much-needed jobs in great numbers but has a problem of high labour turnover amongst the agents. Job tenures in this industry are relatively short in South Africa. It is a cause for concern because high unemployment has been a topical issue lately. A more significant number of agents do not stay long on the job, and there is constant recruitment to cover those gaps. In a country with rising unemployment, it is expected that that sector would be stable; however, first-hand experience has shown that it is relatively not so.

1.5 Purpose of the Study

The study's aim is focused on the causal factors for high labour turnover at the call centre, with much focus on the agents in an economy where unemployment is rising.

1.6 Rationale & Significance of the Study

The significance of this study is that it will reveal to management the underlying problem in their company resulting in high turnover. At the same time, this call centre industry, as discussed earlier, is typical of high turnover. Therefore, this research seeks to further the industry debates on what can be done to manage this problem. Many factors relate to the turnover problem, and this research hopes to bring most of them to light. Also, it is paramount that this industry not only becomes a stepping stone into the formal industry but a career on its own. Anwar and Graham (2019:15) they say “South African youth, particularly blacks, struggle to secure meaningful jobs, making contact centre jobs an attractive entry point into the formal labour market, albeit without much hope for career progression.” So, looking at the above, if a youth does not see a future career progression in the company, the next thing they do is leave. So, the question that this research then tries to answer and bring significance to is "How can the industry create an environment that fosters career growth and stability?"

While this research is important to management to better their operations and employee welfare, its important to acknowledge the importance of such a study to academics or scholars. This study seeks to invoke that desire to know how this industry operates with regards to employee welfare and management. Employee turnover is something that affects industries across the board and it is the hope that this study provides knowledge that can be adopted across various sector and above all create a platform for further research on the issues that are to be raised. A further understanding can only be brought to the forefront by academics who critically analyse the results.

1.7 Literature Review

This section looks at scholarly material and other relevant literature that helps in the dissection of the topic and assists in developing a solid foundation and understanding of the research in question.

Employee turnover can be split into two main facets, i.e., attrition and onboarding. These are the two main underpinnings of employee turnover. Employees join and leave organisations for various reasons, and a company is only described as stable when that hiring and exit process happens less in a year; that shows stability which will be further explained later. One should understand that with these two main facets of onboarding and attrition, the result or performance of one determines the actions of the second one. In this case, if there is high attrition, i.e., employees are frequently exiting, it causes management to institute the hiring process and look for replacements. Hence there is a direct correlation.

The focal point of this study is attrition because every company's wish is to retain employees for a long time, and since that is the main point of worry for most organisations, this research must look at the type of turnover as it might be referred to in other books and by other academia. First, there is voluntary and involuntary turnover. As simple as the terms say, voluntary turnover is when an employee leaves a company voluntarily for one of many reasons or more. The reasons could be remuneration, working conditions, or management. These can be further looked at in detail in the following chapters. Involuntary turnover is the opposite of voluntary turnover, where employees depart from a company under conditions over which they have no control. These can be retrenchment, disciplinary hearing, or company closure, among the many. Furthermore, like the voluntary turnover, this will be further expanded in the following chapters.

1.8 Leadership and Management Theories on Employee Turnover

It is essential to note that much literature has been produced in the field of employee turnover, and the researcher will study the material at great length to provide a detailed overview of this subject.

Theories propounded around this topic have increased understanding of the field. Ngo-Henha (2017:2) identifies eight theories on employee turnover that can be examined to draw an answer to the research in question and, at the same time, provide insight and into the subject further. The researcher will briefly discuss these theories and then expand on them in the following chapters. The theories are:

1.8.1 The Theory of Organizational Equilibrium (TOE)

As described by Ngo-Henha (2017:2), the theory of organisational equilibrium says that there are two main determinants of employee turnover, both from the employee's side. First, if the employee feels that the organisation no longer cares deeply for them as they did before, that is a push factor, and the other one is when they feel that their efforts are no longer being recognised, they are pushed to leave. This can be closely related to Herzberg's Two Factor Theory where, if regular recognition becomes part of the culture, it continuously motivates the employee; but when that is not available, then the employee notices, and if it carries on for so long, one can only be as patient until they are prompted to exit and look for greener pastures. The TOE is summarised below.

1.8.2 The Social Exchange Theory

Cook & Emmerson, 1978; Emerson, 1967; Homans, 1958 and Dolden, 2001 summarily described the social exchange theory as a bi-directional relationship where costs and rewards are elicited between two parties, be it between organisations, between people or between organisations and people and within this, a satisfaction level is reached when both parties feel that the costs and rewards are equal. With this definition, if one looks at both sides, the organisation must feel that they are getting their money's worth with a particular employee and from the employee side, they must feel that the organisation is rewarding them adequately for their effort. The key determining factor in this theory is output. Whether qualitatively or quantitatively, both parties should feel that the output must justify rewards, thus costs versus rewards. Ngo-Henha 2017:3 then takes it further by diagrammatically elucidating the above theory as follows:

1.8.3 The Job Embeddedness Theory

Mitchell 2001 et al. describes the job embeddedness theory as a relatively new construct that examines an individual's (a) links to other people, teams, and groups; (b) perceptions of their fit with the job, organisation, and community; and (c) beliefs about what they would have to sacrifice if they left their jobs. Humans are social creatures, and this theory looks at how the job integrates with their current being as a social person along with their beliefs and perceptions.

1.8.4 Herzberg's Two-Factor Motivation-Hygiene Theory

This theory has a two-pronged approach to how it looks at job satisfaction, and as the research focuses on employee turnover, this theory looks at how motivation and hygiene affect that. The definition of the theory, according to the theory proponent Frederick Herzberg (1959), states that:

> The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other.

Herzberg's definition shows that in as much as the motivation and hygiene factors work independently, there is an indirect correlation between that and turnover. Nickerson (2021:63) developed this model to show what action causes specific results in Herzberg's theory.

Yusof, Kian and Idris (2013) described the theory, and they went on to say

> This theory argued that meeting *the* lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort but would only prevent them from being dissatisfied. In order to motivate employees, higher-level needs (intrinsic or motivation factors) must be supplied. (p. 18)

So, based on the above definition and explanation of Herzberg's theory, it shows that the hygiene factors do not serve any purpose in motivating the employee or avoiding high turnover; however, in their absence, there will be dissatisfaction; and in the current workforce, this can be air conditioning, functioning bathrooms or something as simple as clean floors. In the presence of these unsatisfactory conditions, employees become frustrated and dissatisfied. On the other hand, to motivate the employees, motivation factors must be addressed, e.g., functioning equipment, office activities, rewards for sales (in the contact centre), and remuneration.

1.8.5 The Resource-Based View

Davies and Simpson (2017:20) summarised the Resource Based View (RBV) as a theory of the idea that a company's internal resources can become a direct source of sustained competitive advantage for the firm. Looking at this theory, one can easily see that as employees are the most important asset in any firm, how they are treated within the organisation will determine the competitive edge the firm will ultimately have.

1.8.6 The Equity Theory

Griffeth and Gaertner (2001;1017) say the Equity Theory is a theory that suggests that an employee compares the ratio of their output to input to the ratio of outcomes to inputs of some referent other. This works more accurately in quantitative work, whereby if the resources are the same and everything is equal ceteris paribus, the outcome should be the same. That is what is expected of employees by their managers, and employees who feel they do not live up to that will feel inadequate and are innately forced to level up the scale.

1.8.7 The Human Capital Theory

McConnel, Brue and Macpherson (2009;85) describe the Human Capital Theory by saying that a more educated person is bound and better capable of producing better results than someone less educated. Most companies equate education to output before even experience. For example, in the medical field, when a person is not trained as a doctor, they cannot diagnose and treat specific ailments or know what medication not to give. Experience will settle in later to be considered, but the first would be education. However, Delaney & Huselid, 1996; Guest, 2000 postulated that to measure human capital, a firm needs to measure an employee's attitude and behaviour as well as internal and external performance such as productivity and quality of product and service, sales, and financial performance.

1.8.8 The Expectancy-Confirmation Theory

Jiang and Klein 2009, according to Ngo-Henha (2017:3), state that prior to any event or undertaking, one has an expectation. If that expectation is met, one is satisfied, and if not, one is dissatisfied. Looking at this theory, one can say that upon joining an organisation, one has a set of expectations of what they will find in the organisation, from culture to remuneration to working environment. Moreover, if expectations are met, the employee's expectations have been confirmed; this also applies to vice versa.

On the other hand, organisations apply the same theory because when they engage an employee, they expect a certain level of commitment, output conduct, and many other conditions that align with the organisational values. Now, if that is met, then they are happy to keep the employee on board, and if they are not met, then they will initially try out remedial actions, but the result would be a termination of the contract.

Below is a diagrammatic summary of what the expectancy theory is about.

1.8.9 Pink

Motivational speaker Pink (2009:45) proposed a three-pronged motivation approach. The three elements are shown below in Figure 3.5.

According to Pink (2009:48), they are the pillars of motivation within an organisation, and when executed correctly, they motivate the employees. They are explained in detail below.

1.8.9.1 Autonomy

Employees like to feel a certain level of autonomy in their work, as they do not like being micro-managed. Micromanagement annoys employees as they tend to think that management lacks confidence in them to execute their duties. It creates an environment of mistrust between managers and subordinates. Many industries have been known to chase away good employees because of that lack of freedom. In most cases, the managers that will be micro-managing impose ways of doing things they deem right but are not always correct or efficient. When this continuously happens, subordinates get frustrated, and they leave.

Leadership and Characteristics of Good Leadership emphasise the point of fostering creativity. Under good leadership qualities, fostering creativity also allows subordinates to be innovative, have autonomy over their work, and trust them to make the right decisions for the business. Their decisions will determine if they will still have a job.

1.8.9.2 Mastery

Pink (2009:65) says that part of being a good manager is allowing subordinates to thrive and flourish in their trade. Furthermore, this can only be possible if the manager creates an environment that allows such to happen. Availing resources that enable employees to execute their duties to the maximum of their ability and even learning new skills makes them feel valued and wanted, and no employee will want to leave if they continuously see an opportunity to learn and grow. This relates to what Patel (2017) said about leadership qualities that foster creativity and innovation. That a good work environment allows employees to exploit their talent, learn new skills, and make a valuable contribution to the business.

1.8.9.3 Purpose

Pink (2009:68) goes critical on this point by saying that there is purpose maximisation and profit maximisation. In the researcher's opinion, these two critical components matter the most, as this has psychological implications if not done right. He said that most businesses fail because they prioritise profits over purpose. This means that management is only concerned with profits, and they have little to no vested interests in the welfare of their workers. Concerning the mastery point mentioned above, employees would not be receiving any form of tools or an enabling environment to thrive and achieve but instead just focusing on output.

The implications of this not only affect the employees negatively, but it also transcends to product or service quality, ultimately losing the competitive edge in the industry and loss in profits. So, there is a relationship between purpose and profits, and as Pink (2009:69) then summarises, purpose and profit should work hand in hand as this can result in a win-win for both organisation and individual.

1.9 Staff Turnover Types

Duong (2016:45) outlines seven types of employee turnover that occur, and from the observation made on these seven, they determine the root cause of employee turnover, and they are as follows:

1.9.1 Voluntary turnover

As the name suggests, this is purely voluntary, and the reasons why employees leave are not under coercion, but rather it could be needed for reasons listed below.

1.9.1.1 Career change

Most people change companies after taking a sabbatical and wanting to acquire a new skill set, like moving from an office job to being a mechanic, just because it is their hobby, or they have a passion for it and would want to pursue it full time.

1.9.1.2 Geographical relocation

A voluntary move could include an employee who gets married to someone in a different state or country and wants to be with them; they would quit their job to go with their spouse.

1.9.2 Involuntary turnover

Involuntary turnover occurs when an employee leaves the company not on a willing basis but instead, there would be extenuating circumstances that would have led to them leaving the company. The circumstances surrounding this type of turnover lie on both sides, i.e., the employer and the employee. These can be:

1.9.2.1 Poor performance

In companies, every manager wishes to have a fully functioning team performing to the fullest potential, which means meeting targets and deadlines and producing quality output. All of this will guarantee the longevity of the business. After all, that is the purpose of the business to provide goods and services, and the employees do this. Now, if the employee is not meeting those required minimum thresholds, then the proper disciplinary procedure kicks in, and this varies across companies depending on what they did not do right. In some cases, it might start as a warning; depending on the severity, it is a dismissal. In this case, they now must look for a replacement for this terminated employee. Thus, the company experiences a high turnover of employees.

1.9.2.2 Behavioural issues

Like the researcher observed when he was employed in the organisation in question, behavioural issues are tantamount to dismissal depending on the severity and frequency. Most companies have a code of conduct, and employees are expected to abide by it. As a rule, if they do not, they are subjected to the disciplinary processes set within the code of conduct. However, just like poor performance, the severity of the behavioural issues within the workplace will lead to dismissal.

1.9.2.3 Changing Business needs

Most companies have fluid business requirements, depending on the job or contract. So, if a company wins a tender or a contract and then employs the appropriate people for that, that is good, but when the contract ends or the client has different business requirements, it renders the current staff redundant. Therefore, they must be cut off as either reducing business overhead expenses, making way for appropriately skilled staff or both. However, the bottom line is that when the business requirements change, the likelihood of employees being dismissed becomes more apparent.

1.9.2.4 Budget cuts

Budget cuts are prevalent in non-governmental organisations and are a sure way of terminating employees' jobs because the employer can no longer afford to pay them after funding has been withdrawn. This phenomenon also occurs in corporates after a financial loss in the previous year, and there is no budget or very little for the next financial period to finance operations; thus, employers terminate employees.

1.9.2.5 Structural reorganisation

Some employees are bound to be retrenched when an organisation undergoes a restructuring process. In this age of technology, most processes are automated within the value chain, whether in the production or service industry; this results in minimised processes. Butler and Buys (2020) support this by saying there are justifiable concerns that technology will lead to widespread unemployment.

1.10 Implications of Employee Turnover

Employee turnover has an impact on several things within the business. Almendarez (2011:52) cites

- The cost of high staff turnover
- Access to company and brand knowledge
- Quality and productivity
- Morale

Almendarez (2011:53) does go on to mention that there are a few positives that can be gained from a high employee turnover:

- Potential to lose a toxic employee,
- Getting fresh ideas from new starters,
- Benefiting from more diverse hiring strategies

1.11 Research Design and Methodology

The Frascati Manual, as cited by Ritchie, Lewis, Nicholls, and Ormston (2013:98), defines research as a creative and systematic work undertaken to increase knowledge in a particular subject that involves the collection, organisation, and analysis of information to increase understanding of a topic or issue. The premise of conducting research is to try and understand why things happen in a particular way or why things are the way they are. This research will use the exploratory research design. According to Saunders (2012:40), this type of research design, as the name implies, is about exploring research phenomena to answer the research questions. It is conducted to find the root cause of a problem and help the researcher better understand it. Ritchie, Lewis, Nicholls, and Ormston (2013:112) further expand the description by stating that this type of research design combines research questions and the methods of analysing the answers to the questions. Considering the above, this research will use the exploratory research design as it seeks to establish, with the aid of research questions, the causes of the unprecedented employee turnover at Boomerang. Agents who handle the inbound and outbound calls and who are at the heart of the operations will be the pool of respondents. So, it is from there that the researcher is then able to get both quantitative and qualitative data that will help address the topic at hand.

1.11.1 Research design

For research to take place, a strategy must be engaged, i.e., a systematic and structured way of researching so that there is chronology. Kirshenblatt-Gimblett (2006:10) describes research design as a modus operandi in that one engages in research to integrate various elements, points, and ideas coherently and chronologically that effectively addresses the research problem. She proceeds to say that a research design constitutes the blueprint for data collection, measurement, and analysis. Considering the above, this research will use the exploratory research design as it seeks to establish, with the aid of research questions, the causes of the unprecedented employee turnover.

According to Saunders et al. (2012), this type of research design, as the name implies, is about exploring research phenomena to answer the research questions. It is conducted to find the root cause of a problem and help the researcher better understand it. Ritchie, Lewis, Nicholls, and Ormston (2013:112) further expand the description by stating that this type of research design combines research questions and the methods of analysing the answers to the questions.

1.11.2 Research methodology

Once a research design has been settled on, research methodology, which Sileyew (2019:1) describes as the way that researchers need to conduct their research. It defines the structure in which researchers need to formulate their research problem, the objectives, and present findings. The researcher will make heavy use of questionnaires as the primary data source. Bryman (2014:125) cites that primary research involves the use of questionnaires, surveys or interviews with individuals or small groups.

The researcher will conduct a literature review as a secondary data source to establish past research in this specific industry of contact centres and then identify gaps to which this research will add academic knowledge. The researcher will also examine employee turnover on a broader spectrum to establish similarities to the research in question and try to marry the points. That way, one can identify if the issues to be researched are only contact centre specific or if they relate to other industries across the board.

1.11.3 Population and sampling

Allen (2017) defines a population as a group of people or subjects fitting a specific criterion from whom the researcher seeks to obtain information. This research study will be conducted at Boomerang SA Pty (Ltd) in the Southern Suburbs of Cape Town under the Cape Town Metropolis. The primary respondents are the agents who manage the floor handling the outbound and inbound calls across the various campaigns.

1.11.4 Sampling method & size

With a staff complement of 270 employees, 43 of those forming part of management, i.e., Campaign Managers, Assistant Campaign Managers, Team Leaders, Shift Leaders, and non-operations staff like Accounts Department and Human Resources, do not form part of the pool of respondents.

A sizeable number of agents will comprise the population from which data will be gathered. The sampling method used in this research will be random, as all agents across the campaigns fit the respondent criteria. Random sampling is then defined by Lavrakas (2008) as a selection technique that guarantees an equal chance of being selected for the subject under research. The sample size will be 100. However, more than 100 questionnaires will be distributed to cater for those that might not respond and add more depth to the results should all the questionnaires be responded to.

1.11.5 Data collection instruments

The data collection for this research will be a single approach where the main source will be primary data. Primary data collection heavily relies on questionnaires as they are direct from the subjects under study.

1.11.6 Primary data collection

The researcher will use the questionnaire to obtain factual data from respondents. Wiles (2012) defined questionnaires as:

> [P]rinted sets of questions to be answered by respondents, either through face-to-face interviews or self-completion, as a tested, structured, clearly presented, and systematic means of collecting data (mainly in the tradition of the quantitative method).
>
> The questionnaire is structured in three parts; the first part is the biography, the second part is closed-ended responses on a Likert scale, and the third part has open-ended questions to gather in-depth data, giving each participant the option to elaborate on their replies.
>
> The semi-structured questions will enable the participants to respond to the questions anonymously while allowing the researcher to pursue items mentioned during the discussion and probe further into areas that are not covered by the closed-ended questions. (p. 13)

1.12 Ethical Consideration

According to Wiles (2012:24), research ethics is the field of moral philosophy dealing with the standards by which behaviour should be regulated in research. Ethical consideration involves fully disclosing procedures and research methodology involved in the research and ensuring that the respondents are aware of their role in the study. It is the cornerstone of the research and assures the respondents that their responses will be considered confidential. Having defined this, the researcher will ensure that:

- Research participants will not be subjected to harm in any way whatsoever.
- Respect for the dignity of research participants should be prioritised.
- Full consent should be obtained from the participants prior to the study.
- The protection of the privacy of research participants will be ensured.
- An adequate level of confidentiality of the research data will be ensured.
- The anonymity of individuals and organisations participating in the research will be ensured.
- No form of deception will be engaged. This research needs full consent and interaction with the respondents
- The study's intent will be outlined to the respondents with honesty and transparency.

1.13 Chapter Classification

This research will be structured following the Cape Peninsula University of Technology standards. It gives the future reader a structured view of how the research was conducted, the stages and the layout.

Chapter 1: Introduction – This gives an overview of the research, i.e., the background, problem statement, objectives, and research questions.

Chapter 2: examines the literature review where the researcher looks at pre-existing literature as this field has been researched extensively. This chapter will look at the other sub-headings:

- Leadership
- Employee engagement

Chapter 3: This chapter will look at management in an overview and then delve deeper into how it influences employee turnover. In Chapter three, we will look at:

- Employee morale
- Workplace motivators
- Workplace demotivators
- Motivation theories

Chapter 4: This chapter will look at the Research methodology that will be engaged in the study and critically look at how the selected methodology will assist in achieving the research objective through data collection.

Chapter 5: This chapter will then look at the data collected, assess, structure, and present it in a way that makes interpretation easier for the reader and makes sense overall. It will look at:

- Data analysis,
- Reporting,
- Interpretation

Chapter 6: The epilogue of the research will look at the Summary of Findings, Conclusion, Recommendations and Future Study.

1.14 Summary

Employee turnover is a subject that spans various industries, and companies engage in various strategies to manage it in one form or another. How companies deal with employee turnover depends on various factors. This research aims to look by dissecting literature, collecting data, marrying it to the existing research problem, and then providing a solution to help the organisation. The goal of any organisation is to have efficiency in their operations, and it is hoped that by the end of this research, Boomerang will adopt the recommended solutions to perform better.

CHAPTER 2:
LEADERSHIP AS AN INFLUENCE ON EMPLOYEE TURNOVER

2.1 Introduction

This chapter aims to review literature pertinent to the study to validate the main objective of the research and establish what other scholars have said regarding the research in question. (Randolph, 2009) describes literature review as:

> [A] means of demonstrating an author's knowledge about a particular field of study, including vocabulary, theories, key variables and phenomena, and its methods and history. Conducting a literature review also informs the student of the influential researchers and research groups in the field.

This chapter will provide a conceptual framework that will allow the visualisation of links between the constant, i.e., employee turnover and the other factors that influence it. This will enable us to cross-check it against the research questions to see if there is a link or not. Randolph (2009:13) still says that the literature review's key objective is to analyse past findings across different environments to resolve a debate or enrich knowledge in that field. This chapter forms the first part of a two-chapter literature analysis and looks at leadership's influence on employee turnover. The next chapter, Chapter 3, will examine the other management part. It should be noted that in as much as these terms of management and leadership are used interchangeably quite often, they are different as Kotterman (2006) elucidates that leadership and management overlap, but they are not the same. The two are often used interchangeably because they both work with people, and the idea is to achieve a common goal. However, as Katz (1955) asserts, leadership is a multi-directional influence relation, and management is a unidirectional authority and relationship.

2.2 Employee Turnover: An Overview

Employee turnover can be split into two main facets, i.e., attrition and onboarding. These are the two main underpinnings of employee turnover. Employees join and leave organisations for various reasons, and a company is only described as stable when that hiring and exit process happens less in a year; that shows stability which will be further explained later. One should understand that with these two main facets of onboarding and attrition, the result or performance of one determines the actions of the second one. In this case, if there is high attrition, i.e., employees are frequently exiting, it causes management to institute the hiring process and look for replacements. Hence there is a direct correlation.

The focal point of this study is in this topic is attrition because it is the wish of every company to retain employees for a long time, and yet that is the main point of worry for most organisations. Therefore, this research must look at the type of turnover as it might be referred to in other books and by other academia. First, there is voluntary and involuntary turnover. As simple as the terms say, voluntary turnover is when an employee leaves a company voluntarily for one of many reasons or more. This can be remuneration, working conditions, and management. These can be further looked at in detail in the following chapters. Involuntary turnover is the opposite of voluntary turnover, where employees depart from a company under conditions they cannot control. These can be retrenchment, disciplinary hearings, or company closure. Voluntary turnover will be further expanded in the following chapters.

Much literature is available regarding employee turnover, and the researcher will look at this at great length to provide a detailed overview of this subject.

Some theories have been propounded around this topic to understand it more clearly.

2.3 Employee Turnover Redefined

As defined in the preceding chapter, employee turnover is the rate at which employees join and leave the organisation. In any business, this concept of employees joining and leaving affects them at varying points. Al-Suraihi, Samikon, Al-Suraihi and Ibrahim (2021;1) describe employee turnover as a persistent problem in companies, and this has prompted many scholars to research this phenomenon to establish its cause and to understand it further. They further indicate that it is a permanent problem in organisations, and management constantly looks for methods to minimise it. Furthermore, Schlechter (2016;5) states that there are consequence costs associated with employee turnovers, such as recruiting replacements and a drop in production. This phenomenon will be further expanded later in this chapter.

The rate of employee turnover can be determined by a simple mathematical calculation that can be used to give the management better insight into the whole phenomenon. Pavlov, Poutziouris, and Soufani (2022:80) outline the formula to calculate employee turnover as :

$$\textit{Monthly Turnover \%} = \frac{\textit{Employees separated}}{\textit{Average number of employees}} \times 100$$

FIGURE 2.1: FORMULA TO CALCULATE EMPLOYEE TURNOVER

Source: Pavlov et al. (2022:80)

2.4 Conceptual Framework

This part of the literature seeks to delve deeper into the crux of employee turnover, and it is vital to take note of the conceptual framework that supports this. According to Imenda (2014;185), a conceptual framework is a synthetisation of interrelated components and variables that help solve a real-world problem. It is the final lens for viewing an identified issue's deductive resolution. This framework is summarised in the diagram below that was conceptualised by Dubey et al. (2015;3).

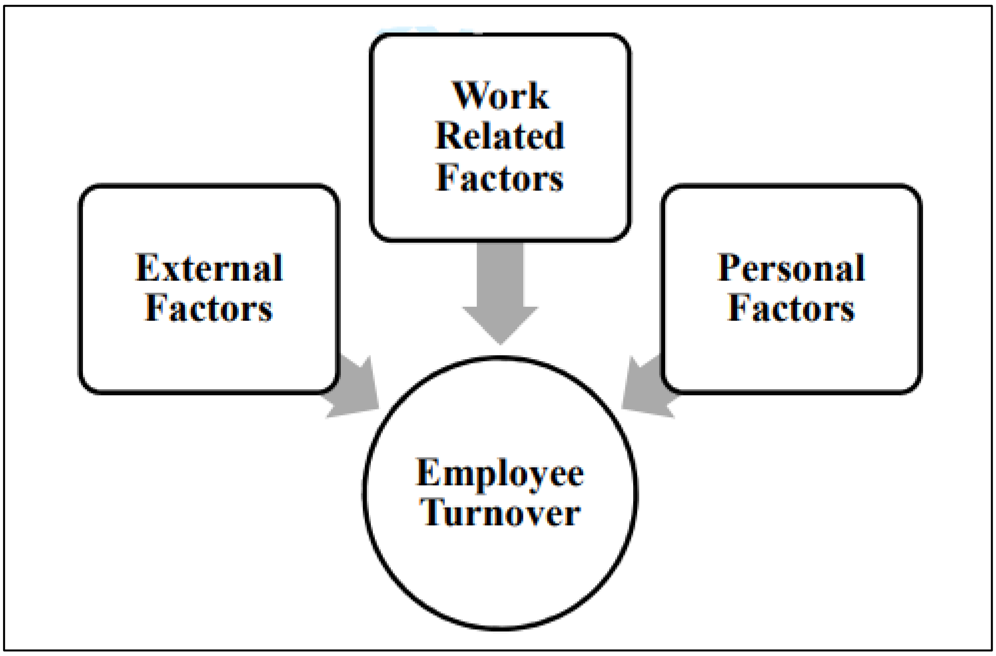

FIGURE 2.2: CONCEPTUAL FRAMEWORK

Source: Dubey et al. (2015;3)

The above conceptual framework summarises the variables that influence employee turnover, and the following section that defines the types of turnover is an expansion of this framework by a different scholar. Dubey (2015:3) explained the factors that lay the foundation for this study and expanded the framework as follows:

2.4.1 External factors

These include Unemployment rate, employment perceptions, accession rate and union presence. These four constructs look at aspects on a broader scale, either on an industry or national level. So, if the unemployment level is high, employees tend to be more patient or stick to the job despite them being unhappy because they know that once they leave, the likelihood of them securing another job is low. Employment perception is where the employee looks at the prospect of being employed by the following company based on their qualifications and experience. So, if they realise their employability is not good, they might stick around in the next job. The inverse is true to this as well. Accession rate is the opposite of attrition. Accession is the number or rate of people added to the payroll or joining the company as a percentage of the total labour force. So, this is directly related to the attrition rate because when people leave, they need to be replaced. An organisation's union or bargaining council impacts employee turnover because employees feel they are more listened to or have support for any grievances they might have. In specific industries, if there is no bargaining council, they might leave as they feel they have no representative.

2.4.2 Work-related factors

These factors include remuneration, performance on the job, role clarity, task repetitiveness, overall job satisfaction, satisfaction with remuneration, satisfaction with work itself, organisational commitment, and the prospects of a job promotion; this is still according to Dubey (2015;4). As self-explanatory as these are, they focus on how the employee feels on the job. These factors fit into Maslow's Hierarchy of needs, as shown below. Tulika and Prakash (2016:3) said, "Maslow's *Hierarchy of Needs* implies creating a proper climate in which employees can develop their full potential. Failure to do so would theoretically increase employee frustration and result in poorer performance, lower job satisfaction and increased withdrawal from the organisation."

Under work-related factors, it is essential to look at the management style in the organisation because, as the factors explained by Dubey (2015) above, they are directly related to the management. After all, that is where the final decisions are made to make all this possible. Again, these factors will be explained later in the chapter.

2.4.3 Personal factors

Cotton and Tuttle (1986), as cited by Dubey (2015:6), discovered that personal factors play a role in determining employee turnover. In short, biographical and socioeconomic factors are at play here, like age, family dependents, education, marital status, intelligence, behavioural intention, aptitude and ability. For example, once one has acquired a better education, such as a diploma or degree, they are bound to move to a better company if the present company does not remunerate them in line with the qualification. Another example could be the number of dependents. If the employee joined the company as a single person and now has a family, they expect the company to make some changes to accommodate that aspect, such as working from home, adding some benefits, and allowing parental time. These benefits vary from company to company but directly impact the employee's intention to leave.

Personal factors influence an employee's decision to stay at a job or leave, which has nothing to do with the organisation. In some instances, the employee could be enjoying their career and then must leave. Another example is where people are relocating to various parts of the world for economic reasons. Usually, what happens, especially in married couples, is that if one spouse finds a good job in another part of the world, the other is forced to leave their job to be with their partner and family. They might end up getting a job there as well or not. However, the bottom line is that the opportunity of one spouse in a different location influences the other spouse's decision to leave. Boyle et al. (2001); Shihadeh (1991) assert that in homes where both spouses are gainfully employed, one spouse's job requirements can directly affect the other's career. For example, jobs that require employees to migrate can induce negative earnings and job effects on the accompanying spouse who will be relocating as well.

2.5 Causes of High Employee Turnover

For an employee to leave a company, there must be either a push or pull factor. Pavlov et al. (2022:97) cite that these factors can apply both from an organisation perspective and an employee perspective; thus, it is essential to know what these are. He identifies the causes listed below.

2.5.1 Lack of growth and development

Employees, by nature, want to grow within a business, and professional development is crucial. Once an employee feels they have reached the ceiling in terms of their career progression and still feel the need for more advancement, they are likely to move to another company that they feel provides them with such an opportunity.

2.5.2 Being overworked

Performing duties within the confines of the employment contract is expected by both employer and employee. There are occasions when they can work outside those hours, which is within an acceptable range or period. However, if this then becomes a regular habit with no form of compensation for those hours, then it frustrates and stresses employees.

2.5.3 Lack of feedback and recognition

Iron sharpens iron, as the adage goes. Moreover, this means that employees can grow if they are given continuous feedback on performance and development. Not providing this and not recognising talent will cause the employees to become disheartened.

2.5.4 A negative view of management

Motivating an employee provides positive energy to how a leader manages the organisation. If employees develop negative energy with their manager or employer, then there will not be good relations. Also, it has been proven that micromanaging forms part of employees' negative view of management as they feel a lack of trust in them; hence, frustration arises.

2.5.5 Toxic workplace culture

A toxic workplace is the worst to be in. it allows bad habits to creep in and manifest themselves. Likewise, a work culture that is not integrative is dangerous because the moment employees feel stereotyped or cannot fit into a particular work culture, they leave for their sanity.

2.5.6 Lack of work-life balance

Employees have their personal lives to live, and not providing that by constantly asking them to be at work is toxic because it clearly shows that the company values profits and production more than their employees, who form the greatest asset in the company. Employees should be able to spend time doing what they want outside the work hours as it allows them to de-stress and recharge.

2.5.7 Natural career progression

When an employee joins a company, they should be able to see where they can end up in the short, medium and long term. People want to get better at what they do every day, providing an environment where they can thrive and grow in their chosen careers. The absence of that stifles innovativeness and creativity.

2.5.8 Internal promotion or transfer

Promotion or transfer forms a part of the natural career projection. Employees must never see themselves stuck in one position forever or for as long as they are within that company. Of course, that then depends on their performance, but the presence of that opportunity should motivate them to do better in the hope of getting promoted to a better position or transferred to a department where they can acquire more skills.

2.5.9 Significant family or life event

As cited in the conceptual framework by Cotton and Tuttle (1986) and Pavlov et al. (2022:105), life events can make an employee leave the company. It may not necessarily mean anything is wrong with the company, but it is an inevitable event like the relocation of a spouse, death, or retirement. These are life events that are a push factor for employee turnover.

2.5.10 Competitive offer

An employee may be headhunted by a competitor and given a better offer. In most cases, companies then want to renegotiate as a way of retaining that employee, and this happens if the employee has a specialist skill, or the company is trying to avoid recruitment costs. As long as the company is not offering market-related benefits, there is the likelihood that there will be many employees seeking greener pastures.

2.5.11 Involuntary departure/Employee termination

Misconduct in the workplace is also a cause of high employee turnover. If the staff lack discipline and there is a regular disciplinary hearing, employees are dismissed, and new ones are hired. This affects consistency in production and affects the general morale of the company.

2.6 Leadership Models: An Overview

Employees, like any other human beings, align themselves to leadership that they can relate to, leadership that inspires them and brings the best out of them. Concerning employee turnover, leadership plays a critical role in making sure that turnover is minimised. Kundu & Lata (2017) suggested that employee retention rates are a by-product of the work environment. Based on a study carried out in Tanzania, Mwita & Tefurukwa (2018) said there is a significant relationship between leadership and employee retention. The inverse is true as well. When employees feel the leadership is not aligning with their values, they distance themselves by looking for greener pastures. Under good leadership, motivation leads to happy staff and increased productivity. The diagram below shows how leadership impacts productivity, staff morale and employee turnover.

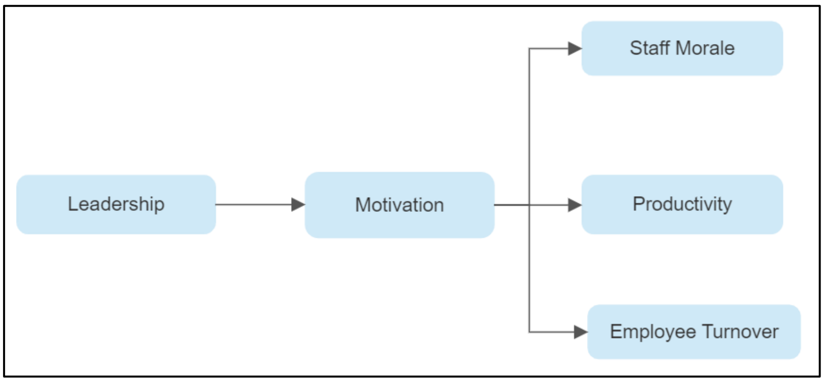

FIGURE 2.3: LEADERSHIP IMPACT

Source: Own Construction

2.7 Leadership models and Employee turnover: An analysis.

Although the following models of leadership were proposed years back, Boogard (2022) identifies eight models of leadership:

1. Transactional Leadership
2. Transformational Leadership
3. Servant Leadership
4. Democratic Leadership
5. Autocratic Leadership
6. Laissez-Faire Leadership

7. Bureaucratic Leadership
8. Charismatic Leadership

The thrust of this research is employee turnover, and the leadership models mentioned above directly affect employee turnover. These are explained in detail below.

2.7.1 Transactional Leadership

Robbins & Judge (2015) and Thomas in Hillaliyah (2016) describe Transactional Leadership as a form of leadership that motivates subordinates by calling on their interests. It allows the leaders to guide or motivate their followers toward established goals by clarifying role and task requirements. It encourages a mutual understanding between subordinates and management whereby a particular standard is expected from the manager, and a certain level of remuneration is expected from the subordinates' side. One side should not feel like they are being prejudiced, and Robbins & Judge (2015) came up with three dimensions that form the basis of Transactional Leadership:

a. **Contingent Reward** – Contracts exchange rewards for effort, promise rewards for good performance, and recognises accomplishments.
b. **Management by Exception (active)** – Watches and searches for deviations from rules and standards and takes corrective action.
c. **Management by Exception (passive)** – only intervenes if standards are not met.

By looking at the above, it is clear that the likelihood of an employee leaving the company is very much minimised because the moment they arrive at a mutual understanding in terms of expectations between them and the employer, they feel rightfully remunerated for their efforts and the employer will be happy with their work performance. Therefore, Transactional Leadership is directly related to productivity and turnover.

2.7.2 Transformational Leadership

The crux of Transformational Leadership is the alignment of the subordinate's behaviour by building new benchmarks, building an understanding and motivation to be in line with the organisational goals and objectives Manshadi et al., (2014), Nagy and Edelman (2014), Middleton et al. (2015), Jiang et al. (2017), Matwally and El Zarka (2017), Arif and Akram, (2018). For an organisation to succeed, the employee's behaviour and standards must be aligned with the business needs, which entails training and development as a form of behavioural change and upskilling. In this form of leadership, there is a cause and effect aspect because if an employee is aligned to the business objectives and goals, then there is better production, which will be evident in their output. Since losing an employee is costly to the business, this form of leadership allows employees to go for training, and they have a retainer clause in the agreement because they want to benefit from what the subordinate has learnt or been upskilled. This can be supported by what Amankwaa and Anku-Tsede (2015:21) said when they posited that leadership equally benefits employees and organisations, and specifically, Transformational Leadership affects employee retention.

2.7.3 Servant Leadership

Defined by Patterson (2003) and Franklin (2010), Servant Leadership is more focused on the welfare of its followers than on the actual organisation. The researcher has noted this type of leadership to be more prevalent in religious organisations, i.e., churches. Meyer et al. (2002) believe that Servant Leadership pays great attention to the well-being of followers, and the leader's leaders use a mix of characteristics to be good leaders, and one of these characteristics is that they prioritise employees. Jaramillo et al. (2009) discovered that under Servant Leadership, there is a positive environment that allows employees to have a strong sense of belonging and being part of the shared organisational values. They say that such an environment invokes a higher level of belonging and thus reduces the likelihood of withdrawing from the workplace. Based on this, one can see that this type of leadership promotes an environment that allows the employee to want to stay at an organisation; thus, the turnover rate will be very low. This is supported by a study by Han and Jekel (2011) conducted at a non-profit healthcare facility in the United States of America. The study found that leaders who recognise their employees' efforts, understand them professionally and personally, listen to and consider their suggestions, and help cultivate a suitable environment for employees to want to stay there because they feel valued. This is supported by what was mentioned earlier by Patel (2017) under his eleven principles of leadership, where he mentioned that a good leader fosters creativity and innovation; this is seen as part of what Servant Leadership advocates.

2.7.4 Democratic Leadership

Cherry (2019) described the democratic type of leadership, also known as participatory or collective, as a style where subordinates are part of the decision-making. They are consulted not only to have their input factored into the decision-making by a manager up at the top but at every decision-making point, they are involved in giving input. There are two sides to looking at this leadership mode; Nwochoka & Iheriohanma (2015) said that depending on the input made by the subordinates, there is a high probability of making poor decisions. While this model involves subordinates, one should note that not everyone can make high-level strategic decisions, and not everyone is educated or knowledgeable enough to make big decisions. On the contrary, Sadia & Aman (2018) viewed this model by saying that this cross-pollination of ideas results in a better decision as everyone has different experiences.

2.7.5 Autocratic Leadership

Jony et al. (2019) describe the autocratic leadership model as that which is characterised by individual control over the actions of the subordinates with very little to no input from them. This is a typical leadership model used in the armed forces, i.e., the military, where even if the order goes against the individual's moral judgement, the oath the soldier took to defend the country will supersede that; and hence, whatever order they are given by their superior officers, they do it with no questions asked or any request for their input. Cherry (2019) further expands this by saying that often the leaders that use this model base their decisions on their own beliefs and judgement; they like to apply and retain maximum control over their subordinates. Within the business world. It is not always wise to use this model as it is very demotivating, and those under this model usually do not last long under the employ of such leaders. Here the turnover is high because people want to be consulted, heard, and they want to be seen. Without this, they feel like they are just robots in a mechanised industry, and frustration will begin to creep in.

Using this model on its own, as already discussed, is not a wise idea. However, there are moments where it applies and is relevant, like when a quick business strategic decision has to be made. This view is supported by Bhargavi & Yaseen (2016) said that applying this model is important when the company is facing a crisis or emergency requiring an immediate response. So as a model to look at in line with employee turnover in the business world, this is not a productive model to use daily.

2.7.6 Laissez-Faire Leadership

Linguistically a French word, it is translated into English as "Free to do", Laissez-faire is a leadership model where managers give full responsibility for decisions to each member, so they are responsible for the scope of their duties, and they will not be micro-managed. This type of leadership is used by managers who are not confident in their ability to lead. Bass (2018) shared the same sentiments saying that this model is for people who do not have confidence in their abilities to lead. They want the position but do not want the responsibility that comes with it. Puni et al. (2014) say that managers who employ this model avoid controlling their subordinates and rely on a few loyal employees to get the job done. Hence when a decision is to be made, everyone is involved, so the approach in this model is shared decision-making equates to shared responsibilities. Puni et al. (2014) said that in this model, the manager does not believe in investing in employee development because they believe each employee can take care of themselves.

2.7.7 Bureaucratic Leadership

Ojokuku et al. (2012) state that this type of leadership is practised by leaders who are usually strong-headed and committed to procedure, principles and protocols instead of people who appear to be averse to change. While it is not fully used in the military or armed forces, this type of leadership is vital in maintaining discipline and is practised in some instances. However, whilst this is not advised in business, there is a downside to this type of leadership. Leaders usually realise the negative impact of their decision when it is already late just because they thought they knew everything. Michael (2010) then summates this by saying that the dangers of this ignorance are that the most significant benefits of leadership, i.e., motivating and developing people, are ignored.

2.7.8 Charismatic Leadership

According to Ojokuku et al. (2012), this is the most directly trait-driven form of leadership. A trait is something that one is inherently born with, like, in this case, something that can make one interact with people easily or just inspire. People who use this kind of leadership have a personality that motivates others to follow and execute their vision, and it is easier to get things done. In addition, this type of leadership fosters creativity and innovation that allows the company and employees to grow. There is, however, a downside to this type of leadership. Once a leader that practices charismatic leadership leaves, the organisation may struggle to keep the program working well because, in rare cases, charismatic leaders do not have a succession plan; even if they do, their replacement may not be as charismatic.

2.8 Leadership and Characteristics of Good Leadership

House et al. (2004) define leadership as the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of organisations of which they are members. Within organisations, there must be a form of leadership for anything to move effectively and maintain discipline and productivity. Aboramadan & Dahleez (2020) describe leadership as managing individual characteristics, habits and ways of influencing others, interactions, positions in the company and perceptions of legitimate influence. Leadership is directly related to employee turnover and production. Employees are more at peace at companies where the leadership is good, which means that the leadership in question must have specific attributes that allow employees to feel that way. Patel (2017) from Forbes identifies eleven traits of successful leaders; they are listed below:

2.8.1 Self-Managing

As a manager or leader, one should be able to manage themselves before managing others. There is an old saying that goes, "Fish rots from the head" Loosely translated, it means that if the leader is not competent enough, then it cascades down in the organisation.

2.8.2 Acting Strategically

Strategic thinking means that the leader should be able to forecast and make decisions that have longevity and a positive future impact on the organisation. At the same time, the leader should be fluid enough to quickly change or make decisions as the business environment changes to allow the business to thrive. Unless it is a government-declared monopoly, the business environment can be ruthless; hence there is a need to think fast, strategically and positively.

2.8.3 Being An Effective Communicator

Communication can make or break a leader and a business if not executed properly. One can have a sound and guaranteed strategy to yield results, but nothing takes off if the communication is lacking. Good business communication should be bi-directional and across all departments, as shown below.

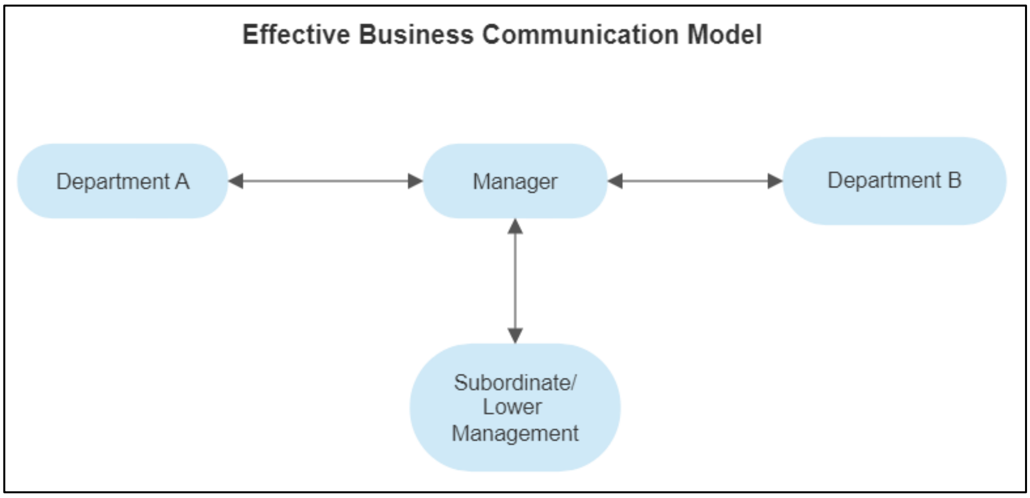

FIGURE 2.4: EFFECTIVE BUSINESS COMMUNICATION MODEL

Source: Own Construction

2.8.4 Being accountable and responsible

Like communication, this goes from management to subordinates and across all departments. Responsible and accountable managers are examples of what subordinates should follow. This list is one of the key aspects that help reduce employee turnover. The employees feel considered, heard and trusted with a certain level of responsibility to handle their tasks instead of being micro-managed.

2.8.5 Goal setting

Patel (2017) says that leaders should set clear and precise goals. The goals should be attainable and practical. Many organisations lose employees over vague or unattainable goals because it breeds redundancy and diminishes their worth within the company. So, management should be clear on what they intend to achieve so that the vision and goals can be broken down into actionable tasks.

2.8.6 Having a vision for the future

Being a visionary means understanding that the world around the business is ever-changing, and this requires a leader to have a vision based on the current business operations to map a way forward. In addition, vision entails agility and adaptability, which allows the business model to evolve.

2.8.7 Managing complexity

Managing a business can be very daunting with the varying dynamics within, i.e., production. Employees learning to lead in a high-stress environment can find the work environment stressful. In this complexity, managers should be able to come up with disruptive strategies to win and maintain a competitive edge.

2.8.8 Fostering creativity and innovation

For any business to grow, risks must be taken, and experiments done. That is positive disruptive thinking. It allows employees to think beyond what the industry is doing. As a leader, the firm must provide a conducive environment to allow that creativity. Good leaders know that they are not masters of every skill in the company but rather a coordinator of varying skill sets that, when combined, come up with a great result.

2.8.9 Team building and promoting teamwork

Successful leadership is firmly founded on the people that surround the manager. The team and teamwork are the keys to achieving many things in the organisation. Good leaders should foster innovation and effective communication to achieve organisational goals.

2.8.10 Creating lasting relationships

Leaders should create an environment that fosters lasting relationships. They should motivate subordinates to strive wholeheartedly to work to achieve organisational goals. Good leaders should know how to make excellent and effective networking not only for themselves but for the benefit of the organisation. Also, internally good leaders should interact with everyone in the company. Having an open-door policy creates an environment of transparency and promotes cross-pollination of good ideas.

2.8.11 Learning agility

A good manager should always be willing to learn from their subordinates and the environment. Internally a manager should be able to learn from different subject matter experts to know how the entire business operates. Good leaders should have an insatiable curiosity that will fuel their constant desire to learn and grow.

2.9 Employee Turnover and Productivity: An Implication of Leadership

As explained earlier on and as much literature alludes, there is an inverse relationship between employee turnover and productivity. Productivity seems to remain stable when there is less or no turnover in a company, mainly because the cost of training new employees is minimal. Employees are satisfied and happy with the working conditions (Maslow's Hierarchy of Needs) and have no intention of leaving. In social circles, it is said, "You stay where you are wanted; if not, leave and go where you are appreciated". Whilst, in general, turnover is frowned upon, Abelson & Baysinger, 1984; Dalton & Todor, 1979; Shaw, 2011 believe that a small acceptable turnover can help prevent organisational blindness and the idea of group thinking, which can stimulate innovation and creativity. Also, fewer people leaving can imply efficiency gains if others take over. Those who take over provide a fresh perspective on how to do things, increasing efficiency.

The inverse relationship between employee turnover and productivity will be examined in detail.

2.9.1 Advantages

Advantages of turnover are rarely looked at and considered. From a business perspective, a high turnover does offer a few advantages, which according to Westfall (2017), are:

2.9.1.1 It can improve talent

Westfall (2017) says that a high employee turnover can improve the organisation's talent. He cites the widely known United States company General Electric, where they adopted a "Improve or Leave" policy. This policy helped General Electric become a technology disruptor, which can still apply to today's fast world of technology innovation. The technology industry is cutthroat, and companies are always out to outwit one another; hence, employees need to be on their toes with current global trends. Taking this approach to other sectors of the economies globally might seem cruel, but it helps maintain a competitive edge. The long-term benefit is not only for the company in terms of better productivity but also for the employee to have gained current knowledge.

2.9.1.2 It can stave off complacency

He (Westfall (2017)) states that complacency is the most undesired thing in an organisation and very dangerous too. He quotes Edwin Land, inventor of the Polaroid Camera, who indicates that by pushing to stave off complacency, it is not like we need new ideas but rather stop having old ones. Complacency usually creeps in on the long-serving members of staff who would have developed a culture of doing what is only expected of them but not more or showing initiative. This relates to the above point of being disruptive in the industry, having a high turnover, and an organisation tends to weed out complacent employees and replace them with more enthusiastic ones.

2.9.1.3 It can create incentives to perform

Usually, employees, who stay at an organisation for a long time, tend to be stagnant, which starts to build bureaucracy, which is very dangerous to an organisation seeking to maintain its relevance in the industry and to be innovative. Regular, systematic renewal of employees that stimulates regular turnover through promotions and terminations ("shape up or shift out") in all areas, on all levels from management to operational levels, ensures an environment of constant opportunity and motivation for remaining employees and keeps the company functioning well.

2.9.1.4 It can broaden perspective

Broadening an organisation's perspective is essential because it makes it see things differently. At the turn of the millennium, computers were making their way into companies more and more, and they became the mainstream tool of business operations. However, most people referred to as "Old timers" did not know how to manoeuvre their way around a computer. It took the younger generation, who are more tech-savvy, to teach them how the machine works and show them the benefits of digitising how information is processed. This opens a broader spectrum to many other things that can be done on the computer.

Most companies are technology-disruptive because they took a chance and let go of people who cannot use specific systems for those that can, and it has caused the work to be more efficient.

2.9.1.5 It can help one stay competitive

All the points mentioned above come to this crucial aspect of remaining competitive through having a high turnover. Modern business is either competitive or not. Either disruptive, introducing new ways and tech or not, or introducing new ways of efficiency or not. This comes down to relevance within the industry, and this can only be achieved if the right staff is present.

2.9.2 Disadvantages (negative effects)

Employee turnover has more disadvantages than advantages. A company with low turnover is viewed as a sign of stability and good leadership. However, a high turnover indicates that something is not right within the company; hence there is a need to address that. Kwame et al. (2017) cite that high employee turnover can be very upsetting and stressful for any company as they have to deal with looking for a replacement while maintaining a stable and successful operation.

Alex (2021) in Operations Manager at Matter, described five disadvantages of high employee turnover. She says that when there is high turnover, companies miss out on many sales opportunities and deal with additional expenses that could have been avoided if they had held on to the employee.

2.9.2.1 Decreased productivity

Employee replacement costs are high, and they are much higher if the frequency of turnover is high. This can be easily avoided by engaging in proper employee retention strategies like improved working conditions (in line with Herzberg's Two Factor Theory), better remuneration, and more training.

2.9.2.2 Recruitment costs

The cost of recruitment is higher, even in a low turnover environment. One has to factor in advertising the job, selection and training. The replacement is likely to request a higher salary which would have been avoided. The ex-employee could have been offered increased remuneration for better performance because the replacement might still be doing the same job.

2.9.2.3 Lower company morale

Employee morale is greatly affected when someone leaves. Employees spend a more significant part of their adult life working, and hence they more often than not become like a family. So, when one leaves, and the news spreads, it dips the morale of the remaining employees.

2.9.2.4 Lost sales

When employees leave before their replacement arrives, sales could be lost because of the staff shortage.

2.9.2.5 Organisational Image

Within the public domain, a company constantly hiring is a sign that employees are leaving. Few businesses want to transact with such a company as they perceive internal problems. Also, even prospective highly skilled employees who make a difference might be sceptical about joining because they are not sure of the cause of the high turnover.

2.9.2.6 Commitments

A company's goal and vision are challenging if they constantly replace people they appoint to particular tasks. This is directly related to recruitment costs, something attributable to a high turnover. So as long as the company keeps changing employees, commitments set will not be achieved in time or ever because they have to constantly brief new replacements on what the commitment is.

2.10 Staff Turnover Types

Duong (2016) outlines four types of employee turnover that occur, and from the observation made on these four, they determine the root cause of employee turnover they are as follows:

2.10.1 Voluntary turnover

This, as the name suggests, is purely voluntary, and the reasons why employees leave are not under coercion but could be for:

2.10.1.1 Career change

Most people change companies after maybe taking a sabbatical and wanting to acquire a set of new skills altogether, like moving from an office job to being a mechanic, just because it is their past time activity, they have a passion for and would want to pursue that full time.

2.10.1.2 Geographical relocation

This could also be a voluntary move if, for example, an employee gets married to someone in a different state or country and they would want to be with them, they would quit their job to go with their spouse.

2.10.2 Involuntary turnover

This is when an employee leaves the company not on a willing basis; instead, there would be extenuating circumstances that would have led to them leaving the company. The circumstances surrounding this type of turnover lie on both sides, i.e., the employer and the employee. These can be:

2.10.2.1 Poor performance

In companies, every manager wishes to have a fully functioning team performing to the fullest potential, which means meeting targets and deadlines and producing quality output, guaranteeing the business's longevity. After all, that is the purpose of the business to provide goods and services, and the employees do this. Now, if the employee is not meeting those required minimum thresholds, then the proper disciplinary procedure kicks in, and this varies across companies depending on what they did not do right. In some cases, it might start as a warning, and depending on the severity, it ends up being the dismissal of an employee. The employer has to look for a replacement for this terminated employee; thus, we have turnover.

2.10.2.2 Behavioural issues

When employed in the organisation in question, the researcher observed that behavioural issues are tantamount to dismissal depending on the severity and frequency. In most companies, there is a code of conduct, and employees are expected to abide by it; if they do not, they are subjected to the disciplinary processes set within. Like poor performance, the severity of the behavioural issues within the workplace will lead to dismissal.

2.10.2.3 Changing Business needs

Companies may have fluid business requirements which depend on the job or contract being undertaken. So, if a company wins a tender or a contract and then employs the appropriate people for that, that is good, but when the contract ends or when the client now has different business requirements, it renders the current staff redundant, and they have to be cut off as a way of either reducing business overhead expenses, making way for the appropriately skilled staff or both. So, the bottom line is that employees are likely to be dismissed when business requirements change.

2.10.2.4 Budget cuts

Something more prevalent in non-governmental organisations, budget cuts, is a sure way to terminate employees' jobs because the firm can no longer afford to pay them after funding has been withdrawn. This also occurs in corporates after a financial loss in the previous year, and there is no budget or very little for the next financial period to finance operations; thus, employers terminate employees.

2.10.2.5 Structural reorganisation

Some employees are bound to be let go when an organisation goes through a restructuring. In this age of technology, most processes are automated within the value chain, whether in the production or service industry; therefore, manual processes are minimised when this happens. Butler and Buys (2020) support this by saying there are justifiable concerns that technology will lead to widespread unemployment.

2.10.2.6 Retirement

Any employee will get to a point where their body no longer allows them to work, which means they have to retire; it is inevitable as people age. This type of employee turnover does not affect the organisation much like dismissal or voluntary departure. The reasoning is that as one approaches retirement age, the company plans a consistent transition of duties to a replacement, whether a new person, a junior, or maybe cross-departmental. Either way, there is a relatively long time to plan this effectively, and thus, production is not interrupted, so production is consistent.

2.10.2.7 Internal transfers

Transferring employees to other departments or units to acquire more skills can be a good reason for employee turnover. Managers see this movement as skill transfer within the organisation and are not concerned because the same person is now working in a different environment. However, if this is a frequent occurrence, it needs to be fixed using exit interviews because it will alert management to shortcomings in the department. Many aspects of why employees leave that department can be examined as part of managerial reviews.

2.11 Summary

Leadership plays a crucial part in the organisational operation, and it plays a part in how employees perceive the organisation and possibly want to grow with it. Certain leadership models influence employee turnover in a positive way and some in a negative way. Hence it is imperative to employ a model that influences the organisation in a positive direction, reduces costs and ensures continued productivity, as this guarantees the longevity of the business.

CHAPTER 3:
MANAGEMENT AS AN INFLUENCE ON EMPLOYEE TURNOVER

3.1 Introduction

As discussed in the previous chapter, it is essential to note that management and leadership are two different aspects as much as they might be used interchangeably in many organisations and daily references. One can be a manager and not necessarily a leader; one can be a leader but not necessarily a manager. Distinguishing the two makes it easier to delve deeper into the crux of the research and pick out elements related to leadership or management that have a direct or indirect effect on employee turnover. Koontz (1961, p. 186) defines management as:

> The art of getting things done through and with people in formally organized groups, the art of creating an environment in such an organized group where people can perform as individuals and yet cooperate toward attainment of group goals, the art of removing blocks to such performance, the art of optimizing efficiency in effectively reaching goals.

Looking at the above definition, one can tell that there is no aspect of leadership in that definition. Instead, resources and people are arranged to achieve a common goal. The following now looks at management theories in detail and how they affect employee turnover as this is the best way to establish a relationship between management and employee turnover properly.

3.2 Relationship between Management Theories and Employee Turnover

Ngo-Henha (2017:2) identifies eight management theories whose practices impact employee turnover. These theories were posited years back and are still relevant to modern business and the study in question. This part of the research aims to fully explore the constituents of these theories and show how their practice affects employee turnover. The researcher will touch on these in detail and get a deeper understanding of the theories and then establish the relationship between them and the research at hand.

The theories are:

3.2.1 The Theory of Organizational Equilibrium (TOE)

According to Bevins and Rowland (1975), the theory of organisational equilibrium was coined by March and Simon (1938). His theory suggests that the holder of a scarce resource will use their criteria when judging the worth of an offer being made in exchange for this scarce resource. This theory looks at an employer and employee at the same time. When an employee is engaged at a company, they offer their resource, which is labour, and the employer offers their resource, which is remuneration. The two parties have a contractual obligation to have a mutual understanding. The theory is consistent with the concept of effectiveness as there is an element of bargaining and negotiation between the two parties as they try to come to an understanding regarding the resources. In the earlier alluded example, the employee wants to bargain for a better remuneration in line with their skill set, and on the other hand, the company is seeking to minimise costs as much as possible for the best productivity.

Ngo-Henha (2017:2) describes the theory of organisational equilibrium as two main determinants concerning employee turnover, both from the employee's side. If the employee feels that the organisation no longer cares as deeply for them as they did before, that is a push factor; the other one is when they feel that their efforts are no longer being recognised, they are pushed to leave. This can be closely related to Herzberg's Two Factor Theory, where if regular recognition becomes part of a culture, it continuously motivates the employee but the day or moment that is not available, then the employee notices, and if it carries on for so long, one can only be as patient until they are prompted to exit and look for greener pastures. The TOE is summarised below:

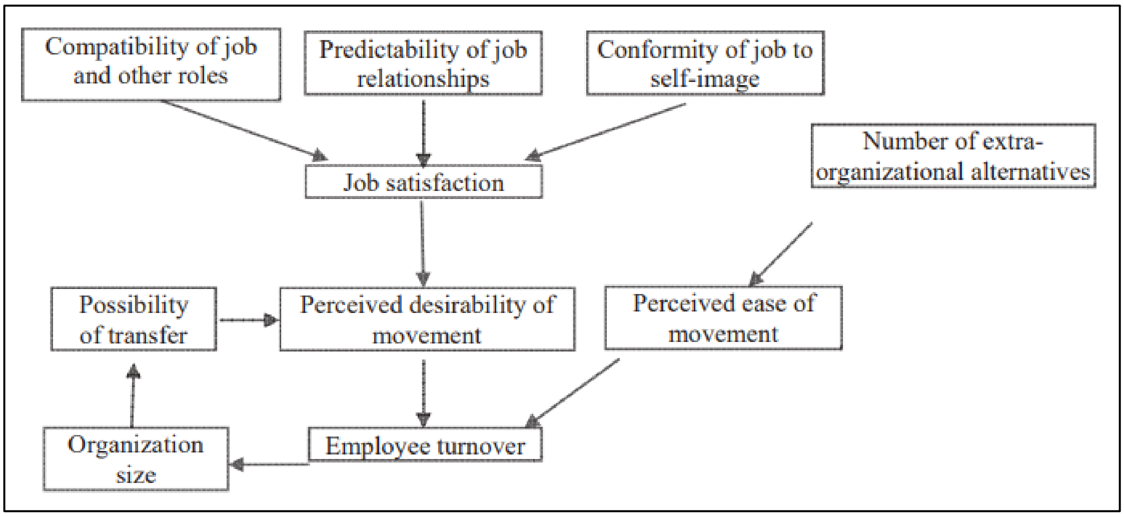

FIGURE 3.1: THEORY OF ORGANIZATIONAL EQUILIBRIUM

Source: Ngo-Henha (2017:3)

As the diagram above illustrates, some factors directly affect job satisfaction, which becomes the only linking aspect to the perceived desirability to move, i.e., exit the company and ultimately turnover. However, there is one outlier of the presence of extra organisational alternatives. If an employee's skillset is valued elsewhere, they are bound to leave. However, conversely, if an organisation notices that they can get the same type of employee at a cheaper rate, they are bound to choose that alternative.

3.2.2 The Social Exchange Theory

Cook & Emmerson, 1978; Emerson, 1967; Homans, 1958 and Dolden, 2001 summarily described the social exchange theory as a bi-directional relationship where costs and rewards are elicited between two parties, be it between organisations, between people or between organisations and people. Moreover, a satisfaction level is reached when both parties feel that the costs and rewards are equal. With this definition, if one looks at both sides, the organisation must feel that they are getting their money’s worth with a particular employee and from the employee side, they must feel that the organisation is rewarding them adequately for their effort. Cook and Rice (2003) cited succinctly that the orientation of this theory is based on the philosophical and psychological orientations deriving from utilitarianism on one side and behaviour on the other. They say that the vestiges of these theoretical foundations are still evident in the modern-day version of the exchange theory. Homans (1961,13) then defined the social exchange theory as the exchange of activities between two people and then more or less rewarding the other person. Blau (1964) states that the social exchange theory is about the voluntary actions of individuals who are motivated by the remuneration of the said actions and efforts that they are expected to bring.

3.2.3 Elements of the Social Exchange Theory

3.2.3.1 Cost

In social exchange theory, cost is defined as the intangible effort of monetary and non-monetary value. A cost can be placed on time, i.e., the time to carry out a conversation, the time to work and produce an outcome, compared to the alternative, i.e., cost-benefit analysis. Afnan (2021) said that the value and cost of the time applied depends on the demand. So, in this context, demand plays a pivotal part in determining the cost of the time to execute the task at hand. They say that an individual is like to stay and be more engaged in a rewarding relationship. Applying this theory to the study, one can see that the cost factor plays a crucial part in retaining interest from both parties. For example, if an organisation has lowered their costs but is still getting its work done, and the employee feels they are getting value for their money, both parties are happy.

3.2.3.2 Rewards

A reward is a direct result of an effort or a sum of efforts. Redmond (2015) described it as anything we allocate a value for, which is supported by what the Human Resources Management Practices (2021) suggested when they stated that a reward reflects an outstanding performance. In this case, if an employee performs exceptionally, the remuneration should be commensurate with that effort. This can be simplified in companies where if a worker performs additional hours outside their contractual obligations and produces a result that is beyond expectations, they are rewarded for that effort.

3.2.3.3 Profits

Redmond (2015) cited Levine, Kim, and Ferrara (2010) when they said people reach a certain level of satisfaction with their relationships if the rewards exceed costs, and this type of relationship leads to projected future profit.

So, looking at this theory, it is clear that there is a cause and effect in play here, and if we apply this in modern businesses if one is employed, they are offering their service for remuneration. This can be related to the equilibrium theory, where the exchange must balance, and both parties must be happy with the exchange. One can safely say that these two theories work hand in hand.

The key determining factor here in this theory is output. Whether qualitatively or quantitatively, both parties should feel that the output must justify rewards, thus costs versus rewards.

3.2.4 The Job Embeddedness Theory

Mitchell et al. (2001) describe the job embeddedness theory as a relatively new construct that examines an individual's (a) links to other people, teams, and groups; (b) perceptions of their fit with the job, organization, and community; and (c) beliefs about what they would have to sacrifice if they left their jobs. Kahn et al. (2018) stated that this theory links employees with the organisation and their job in such a powerful manner that the influence of job embedding results in them staying with the organisation instead of wanting to try out greener pastures, and this theory is a strong predictor of behavioural outcomes rather than organisational commitment. Humans are social creatures; as such, this theory looks at how the job integrates with their current being as a social person along with their beliefs and perceptions. Mitchell et al. (2001) further say that employees usually decide to stay despite attitudinal issues or dissatisfiers. This theory is a form of an employee retention scheme because employees working in an organisation are more embedded or intertwined with the organisation when they believe that the human resources management practices are favourable, performance is reviewed and evaluated fairly, and their jobs are secured.

Job embeddedness presents a situation where the switching costs outweigh the costs of leaving a company. As indicated earlier on, usually the mature employees who are now comfortable in their positions and are long serving find it difficult to leave a company and move to another one only to start creating new colleagues learn new ways of working and Khan (2018) then goes on to say that some of the switching costs are:

- Professional/social bonds made within the organization or community
- Perceived congruence with work/non-work environments
- Perceived sacrifices that will be made upon leaving the organization

Extensive research has shown this to be more prevalent among employees of a mature age who have spent much time at a single company as long-term workers. Long-term workers stay in the company because the job has become part of their lives. This is supported by Bibi et al. (2016) when they say:

> [E]mployees working in an organization are more embedded when they feel that human resource management practices are favourable and they are getting fair outcomes. Hence, embedded employees are more probable to show positive job outcomes, such as high retention and better performance.

Lee et al. (2004) came up with a different perspective on job embeddedness, and they said that job embeddedness comes from a three-pronged approach on a two-sided landscape, meaning that the three factors apply to both employer and employee, and this can be shown below as demonstrated by Treuren (2000).

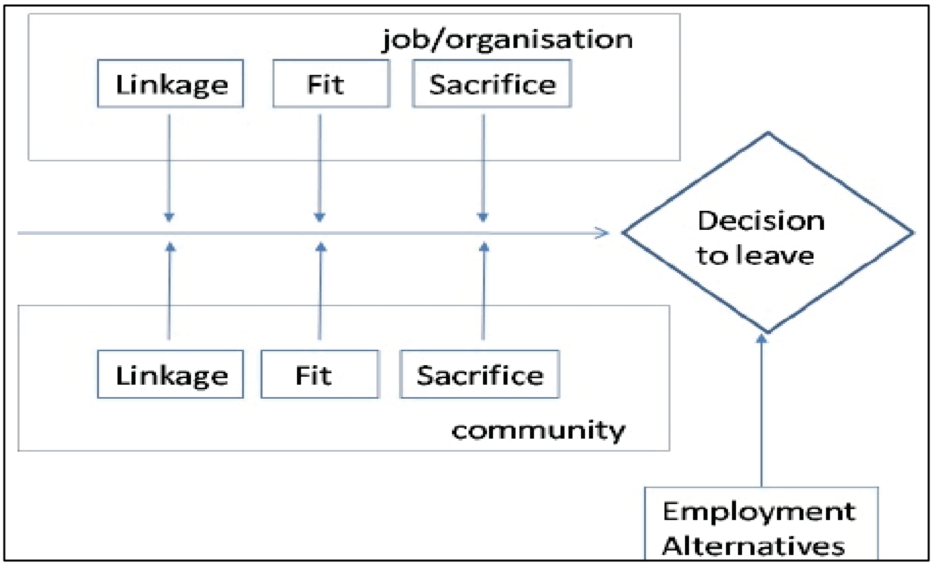

Figure 3.2: Job Embeddedness

Source: Treuren (2009:692)

3.2.4.1 Fit

Mitchell et al. (2001) cite that an employee perceives how they will fit into a specific environment based on various factors and determine the comfort level they will perceive to have. At the same time, the organisation may have some factors to consider when looking for a perfect candidate. In as much as a potential employee may be experienced or look fit for the job, certain job-specific factors may not make them the best fit for the organisation. So, looking at both sides of employer and employee still, according to Mitchel (2001), these can be:

- Career goals,
- Personal values,
- Job knowledge,
- Demands,
- Skills and abilities

However, it is important to consider the social side as employees are bound to create relationships in environments that promote such; and these are but are not limited to:

- Weather,
- Location,
- Amenities,
- Political climate,
- Availability of entertainment options

3.2.4.2 Links

Within the business context, links are essential. It is proven that the more a person has links within the business, the more they are embedded within the organisation because they have formed deep relationships with people within and possibly outside the organisation. This plays a pivotal part in their existence and relevance in the organisation. As indicated earlier, long-term employees, especially the older generation, tend to know everyone in the company (though it depends on how big the organisation is). So, looking at such, one will then realise that this individual is part of the family and has seen the company grow, and those kinds of people stay longer at the company.

3.2.4.3 Sacrifice

In describing job embeddedness as alluded to earlier, Khan (2018) described it as a situational circumstance where the switching costs exceed the benefits of leaving. And this is supported by Reitz and Anderson (2011), who said that there is a higher association of sacrificing between an employee and the community that has become their family in the literal sense and this has an impact on their decision to relocate therefore in order to avoid such, they stay.

3.2.5 Herzberg’s Two-Factor Motivation-Hygiene Theory

Vroom (1964), as quoted by Hong and Waheed (2011), defined the word motivation as having been derived from the word *“movere”,* which is a Latin word meaning move. Hong and Waheed (2011) further expand the definition by saying that motivation is an internal force that drives a person to achieve and depends on need. For one to achieve anything, there has to be a reason, which is the motivation to push an individual to achieve what they set out. Schulze and Steyn (2003) said that managers should understand the concept of motivation and how it relates to getting tasks done in the workplace. This forms part of understanding employee behaviour; hence, employees will be internally pushed to act. Motivation forms a considerable part of employee retention; if done right, there will be minimal employee turnover. Robbins (2001) elucidates that motivation is a needs-satisfying process whereby an employee's or person's needs are satisfied by certain factors. If done right, it pushes the employee to want to do more and exert a superior effort toward attaining the organisational goal.

Concerning employee turnover, it is clear that if an employee is motivated enough by monetary or non-monetary rewards, they feel happy and have a sense of recognition and thus would want to stay within the organisation. We can relate this to the Theory of Equilibrium, where one decides to stay at a company because the costs of leaving outweigh the benefits of actually moving. Therefore, it is important to understand that motivators do not necessarily revolve around monetary factors. Other factors come into play because humans value different things in life. Employers and managers should understand what motivates their employees and give them a reason to stay at the company. This theory has a two-pronged approach to job satisfaction; it looks at hygiene and motivators. Under these two factors, some elements can double up as push or pull factors when considering employee turnover.

As the research focuses on employee turnover, this theory looks at how motivation and hygiene influence turnover to either increase it or decrease. The definition of the theory, according to the theory proponent, Frederick Herzberg (1959), states that:

> The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other.

The above definition shows that as much as the motivation and hygiene factors work independently, there is an indirect correlation between that and turnover. Nickerson (2021) came up with this model to show what action causes specific results in Herzberg’s theory.

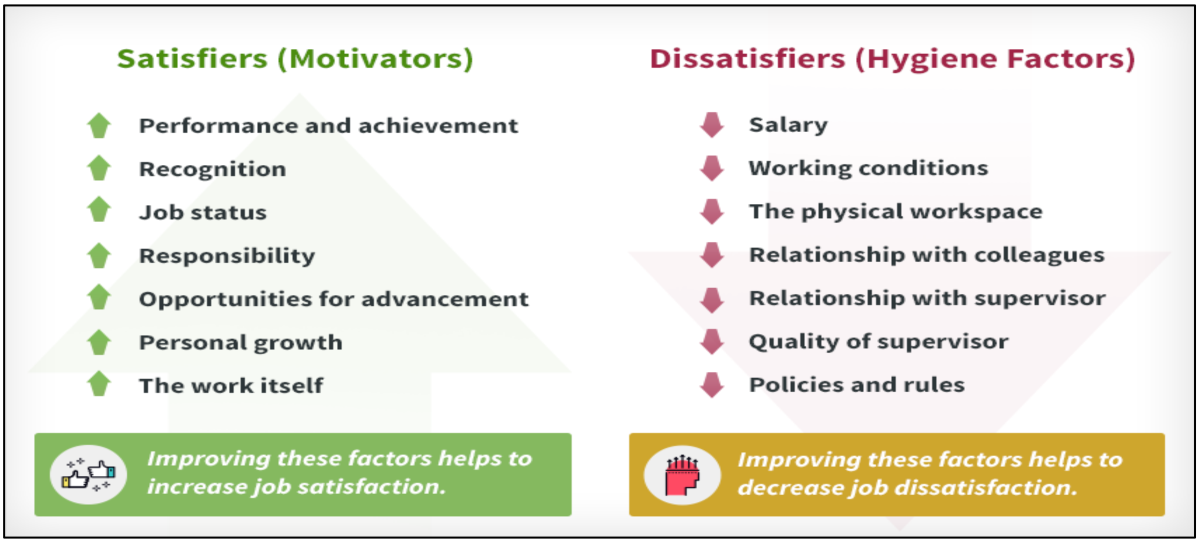

FIGURE 3.3: HERZBERG'S TWO-FACTOR MOTIVATION-HYGIENE THEORY

Source: Nickerson (2021)

The above chart illustrates in summary what the theory entails. It is essential to look briefly at what constitutes hygiene (dissatisfiers) and what constitutes motivators (satisfiers).

3.2.5.1 Motivators

Motivators are directly linked to the job and are called satisfiers because their presence or execution gives the employee a sense of satisfaction. As shown in the above diagram by Nickerson (2021), these can be:

a) Performance and achievement – Every worker needs a task or job that is achievable physically, mentally or practically. It does not make any sense to assign a task to an employee that is long, tedious and stressful such that they lose interest.

b) Recognition – There must be some form of recognition for every effort to get a job done. And it does not necessarily translate to money, but even words of encouragement or appreciation make quite a big difference.

c) Job-status – Employees must be guaranteed that their presence is required to complete whatever they do. They must not be worried that their job might end anytime for no reason.

d) Responsibility – Being given responsibility over a specific job, project, or function is a sign to the employee that they are trusted to see it to completion.

An employee entrusted with responsibility knows that they are not there for the numbers only but that their presence makes a valid difference.

e) Opportunities for advancement – Any employee wants the prospect of advancing themselves while they are employed. This advancement can be in the form of a promotion or education. Hence employers must present such opportunities to employees as continuous development. This fosters creativity, passion, and a can-do attitude and eliminates stagnation along the career path.

f) Personal growth – Employers should provide platforms that allow employees to grow in their capacity. Good employers are like mothers; they should always want the best for their employees. Creating an environment that allows employees to grow personally and celebrate their achievements fosters unity, like many others, and promotes employee retention.

g) The work itself – These should clearly define roles and responsibilities for the actual work, which could be outlined in the job contract. As employee tenure increases, there is a tendency to forget or add more tasks. So, unless both parties are happy with that, the work description should be clear and concise.

3.2.5.2 Hygiene Factors

According to Robbins (2001), these are factors that cover the extrinsic needs of the employee and are not related to workplace satisfaction but must be present in the workplace to prevent dissatisfaction.

Salary/Remuneration – People go to work 95% of the time, so they earn a salary to provide for daily needs. The absence of adequate remuneration causes many problems for the employer, and even when it is present if it is not market-related or an employee perceives they are underpaid, they are pushed to look for greener pastures. So, to reduce employee turnover, employees must be given a proper market-related salary commensurate with their qualifications.

Working Conditions – employees should feel comfortable executing their job and not feel like they are under slavery. They should feel that the work they are being asked to perform is legitimate and does not cause harm or prejudice.

The physical workspace – Employers should provide a safe working space with adequate equipment free from hazards. This makes the employees feel safe and potentially saves the company from lawsuits about unsafe working environments. At the same time, resources must be available in all forms for the employees to work comfortably.

Relationship with colleagues – The work environment must foster good working relationships. Good colleague relationships emanate from open communication channels and the freedom to be expressive.

Relationship with supervisor – past research and observations have noted that once a subordinate and a manager develop sour relations, one of them usually ends up leaving the company. In most cases, it is the subordinate because they have less bargaining power. However, if subordinates and managers get along well, that relationship will inspire and motivate other managers and employees to be good people.

Quality of supervisor – Relating this to the previous point, one can be a good supervisor but a clueless manager, and the inverse is true. Managers, at any level, have people looking up to them for direction and should be knowledgeable in their field; if not, they should know where to get information. Whether good or bad, managers who are always in control of a situation in the workspace are motivators to subordinates who want to become like them or exceed their capabilities.

Policies and Rules –every institution must have rules. Rules are guidelines on how things are done in the institution and to maintain order. Policies and rules in a company should not stifle creativity and should instead be flexible; otherwise, no one wants to be associated with such an environment. Most people would classify that as a toxic environment. Therefore, accommodative policies that foster creativity and make the workplace a pleasant environment are essential.

3.2.6 The Resource-Based View

Barney (1986), Hamel and Prahalad (1996), as quoted by Madhani (2009), posit that the resource-based view theory focuses on those hard-to-replicate attributes of an organisation as their source of superior strategic strength and competitive advantage. In other words, resources that are difficult to copy, purchase or transfer form the basis of the organisation's corporate advantage. This is why some of these resources are closely guarded secrets. A typical trade secret that no one has been able to replicate is the manufacture of Coca-Cola. The company has been able to closely guard the secret formula, which remains a mystery to most of the world. According to Barney (1991) and Amit & Shoemaker (1993), an organisation can be considered a collection of human, physical and organisational resources whose goal is to satisfy needs and wants. According to Madhani (2009), for a company to be regarded as having a competitive edge in the industry, its resources must meet the following criteria and he abbreviated it the VRIN criteria where he looks at:

Valuable – resources are valuable if they provide a strategic and competitive advantage. This allows an organisation to dominate the industry. Resources, as alluded to earlier in the definition by Barney (1991) and Amit & Shoemaker (1993), can be human (skilled workers or very scarce talent), physical (machinery, equipment, location) and organisational resources (strategy, target market, staff retention and motivation strategies). It is no use holding on to a resource that does not add value to an organisation.

Rare – resources that are difficult to find are an extremely competitive edge factor as those who possess them will have control of the demand and supply of the product. Currently, in the global market, an example can be made of brent crude oil. However, not every country produces that resource; the few that do, like countries in the Middle East and Russia, can shift the global price of that resource because they hold the most significant reserves.

Imitability – a resource for it to be valuable should not be able to be replicated, whether permission is granted, or it is counterfeit. A good example is the earlier mentioned resource of Coca-Cola. The trade recipe has been protected for so long that no one knows the original recipe; others have tried to replicate it, but consumers say the end product does not taste the same. This factor applies more to physical resources as these can be closely guarded secrets that are difficult to replicate. Concerning this study, some skill sets in employees are difficult to replace; therefore, organisations need to recognise, motivate and remunerate those individuals who are in their employ and retain them as a competitive edge for the business.

Non-substitutability – For a resource to be regarded as valuable, another option must not exist. If it is the only one of its kind, then it will always be valuable, and the price for acquiring or using that resource will always be high. When a resource has a substitute, its price decreases, which induces competition.

Davies and Simpson (2017;20) summarised the Resource Based View (RBV) theory that a company's internal resources can become a direct source of sustained competitive advantage for the firm. Madhani (2009) said that the resource-based view theory helps managers understand why competitive skills are regarded as the company's most prized asset while understanding how those skills can be used to improve the business' strategic advantage. Looking at this theory, one can easily see that as employees are the most critical asset in any firm, how they are treated within the organisation will determine the competitive edge the firm will ultimately have. This can be supported by what Barney (1991) said when he mentioned that a firm's resources should make it do things and conduct itself in a way that promotes high sales, low costs and high margin, add value and conceive strategies that improve overall organisational efficiency and effectiveness.

3.2.7 The Equity Theory

Littlejohn (2021) cited that this theory emanated from the Social Exchange Theory and focused on the resource distribution between two parties. John Stacey Adams proposed in 1963 that the key underlying element to this theory is equality.

He asserted that the employees will always seek equality between their effort, i.e., what they do on the job and what they receive as remuneration, looking at their colleagues' perceived inputs and output. Equity theory is grounded in equality between the employee and the employer. Course Hero (2021) stated that employees who regard themselves as underpaid or under-remunerated would experience distress which strains relations within the company. Employees feel pushed to seek other employment, which in this research would be to leave and search for greener pastures.

Griffeth and Gaertner (2001;1017) described this theory that suggests an employee compares the ratio of their output to input to the ratio of outcomes to inputs of some referent other. This works more accurately in quantitative work, whereby the outcome should be the same if the resources are the same and everything is equal ceteris paribus. That is what is expected of employees by their managers, and employees who feel they do not live up to that will feel inadequate and are inherently forced to level up the scale.

Littlejohn (2021) identified four propositions of this theory that all advocate for equality. These propositions have been identified as:

Self-Inside – employees seek to maximise whatever remuneration they get from their efforts or perceived efforts. Employers seek to maximise output based on the resources they have spent on the employee, or the task related to training or purchase of new equipment they are seeking to increase or expand production.

Self-Outside – Groups, especially those that advocate for collective bargaining like trade unions, can maximise their rewards by developing acceptable systems of equality that the employer must abide by and the industry at large. The only way this works effectively is to induce other members, especially those sceptical of the benefits of joining the group. Their push factor would be that there is a better outcome in numbers than it is individually.

Others-Inside – When employees find themselves in unbalanced relationships with their employer, they are stressed. Any person who does not seem to be getting value for their efforts will feel stressed and needs the help of the bargaining council.

Others-Outside - Walster, Traupmann and Walster (1978) said that individuals whose perception is that they are in an inequitable relationship attempt to manage that stress point by restoring equality. The distress levels and the effort to restore that equity go hand in hand. Something that has been observed in South Africa is that there are many pickets and demonstrations by many employees of various organisations and trades over basic living wages. It has been observed that the longer the employers delay or do not balance that issue out, the longer the standoff continues.

3.2.8 The Human Capital Theory

McConnel et al. (2009;85) describe the Human Capital Theory by saying that a more educated person is bound and better capable of producing better results than someone less educated. Almendarez (2011) cited that the human capital theory is of the notion that formal education is highly instrumental and necessary to improve the productive capacity of a group. Blundell et al. (1999) support this definition by dissecting this theory and saying that there are two parts to this theory early ability (whether acquired or innate) and skills acquired through formal education or training on the job. Becker, in the 1960s, put forth this theory which suggests a direct relationship exists between human capital, i.e., education or training and output. As quoted by Miller and Hall (2020), Becker expanded his theory by establishing a relationship between skilled employees, turnover, and productivity where they said that increasing employee knowledge and skills lead to increased remuneration, directly influencing their turnover intentions. They highlighted that satisfied employees tend to stay with companies for extended periods than dissatisfied employees because they know they are being compensated enough for their level of education.

This theory can be directly linked to the theory mentioned above of the Resource-based view, where the employee forms part of the resources that the company values and uses to gain a competitive advantage. In this theory, it is evident that upskilling employees motivates them as they can now do their job better, and the company has a competitive edge. However, it should be noted that this theory has two sides. The first one is that there is a direct relationship between training and production; on the other hand, companies risk training employees who leave for other organisations. However, experience and research have shown that companies usually put a clause in the employee’s contract that they are bound to work for the company for a certain period upon completion of training. Failure to work for the company, the employee must repay the company the money invested in the training.

Most companies equate education to output before even experience. For example, in the medical field, an individual who is not trained as a doctor does not know how to diagnose and treat specific ailments or know what medication not to give. Experience will settle in later to be considered, but the first would be education. However, Delaney & Huselid (1996); Guest (2000) postulated that to measure human capital, a firm needs to measure an employee’s attitude and behaviour as well as internal and external performance such as productivity and quality of product and service, sale, and financial performance.

3.2.9 The Expectancy-Confirmation Theory

Coined by Vroom in 1964, according to DeSanctis (1982), the story states that individuals tend to act in a certain way if they are expecting something and their behaviour in expecting something is rooted in the anticipated value of that confirmation/reward/outcome. According to Ngo-Henha (2017:3), the theory states that prior to any event or undertaking, one has an expectation. If that expectation is met, one is satisfied, and if not, one is dissatisfied. Baharum and Jaafar (2015) said that expectations and anticipated performance lead to satisfaction.

Looking at this theory, one can say that upon joining an organisation, there is an expectation of what they will find in the organisation, from culture to remuneration to working environment; if the expectations are met, the employee and employer are happy.

On the other hand, organisations apply the same theory when they engage an employee; they expect a certain level of commitment, output and conduct, among the other conditions that align with the organisational values. If all expectations are met, they are happy to keep the employee on board, and if they are not met, they will initially try out remedial actions. If the remedial actions are unsuccessful, the contract will be terminated.

The extract below shows a relationship between three aspects of effort, performance and reward. First, effort must be exerted to perform any task or objective in the workplace; then, a reward can be expected; however, if the employee puts in the effort and is not rewarded to their expectations, that creates dissatisfaction and breeds mistrust. The converse is also true.

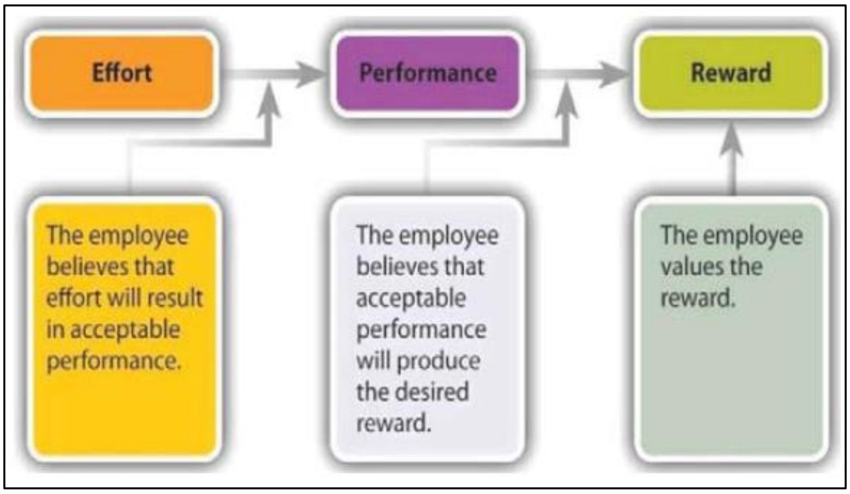

FIGURE 3.4: RELATIONSHIP BETWEEN EFFORT, PERFORMANCE AND REWARD

Source: Ngo-Henha (2017:3)

3.2.10 Pink

Motivational speaker Pink (2009:42) proposed a three-pronged motivation approach. The three elements are shown below.

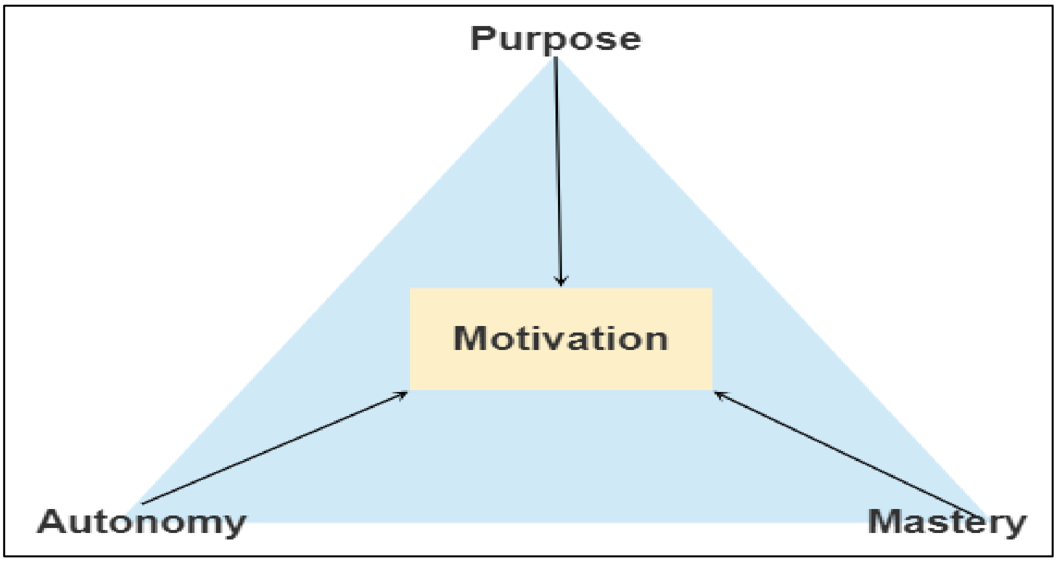

FIGURE 3.5: PINK'S THREE THREE-PRONGED MOTIVATION APPROACH

Source: Own Construction

Pink (2009:43) states that when executed correctly, these three pillars of motivation within an organisation motivate the employees. They are explained in detail below.

3.2.10.1 Autonomy

Employees like to feel a certain level of autonomy in their work, as they do not like being micromanaged. Micromanagement annoys employees as they tend to think that management lacks confidence in them to execute their duties. It creates an environment of mistrust between managers and subordinates. Many industries have been known to chase away good employees because of that lack of freedom. In most cases, the managers that will be micromanaging impose ways of doing things they deem proper but are not always correct or efficient. When this continuously happens, subordinates get frustrated, and they would leave.

Under good leadership qualities, fostering creativity also allows subordinates to be innovative, have autonomy over their work, and trust them to make the right decisions for the business. Ultimately, their decisions will determine if they will still have a job.

3.2.10.2 Mastery

Pink (2009:45) says that part of being a good manager is allowing subordinates to thrive and flourish in their trade. However, this can only be possible if the manager creates an environment that allows such to happen. Availing resources that enable employees to execute their duties to the maximum of their ability and even learning new skills makes them feel valued and wanted, and no employee would want to leave if they continuously see an opportunity to learn and grow. This is related to what Patel (2017) said under leadership qualities, fostering creativity and innovation that a good work environment allows employees to exploit their talent, learn new skills and contribute to the business.

3.2.10.3 Purpose

Pink (2009:47) emphasises that there is purpose maximisation and profit maximisation. These two critical components matter the most in the researcher's opinion, as this has psychological implications if not done right. He said that most businesses fail because they prioritise profits over purpose. This means that management is only concerned with profits, and they have little to no vested interests in the welfare of their workers. Concerning the mastery point mentioned above, employees would not receive any form of tools or enabling environment to thrive and achieve but instead focus on output.

The implications of this not only affect the employees negatively but also transcends to product or service quality, ultimately losing the competitive edge in the industry and loss in profits. So, there is a relationship between purpose and profits, and as Pink (2009:62) then summarises, purpose and profit should work hand in hand as this can result in a win-win for both organisation and individual.

3.3 Management Implications of Employee Turnover

As a summary of the above theories, it is important to conclude what would be the results of implementing these theories. Management in general implies employee turnover and whether it increases it or not, depends solely on how these theories among the many are implemented. Just like under leadership the close similarities of management and leadership yields more or less the same result when we look at the implications of management on employee turnover. Employee turnover has an impact on several things within the business. Almendarez (2011:53) cites:

- The cost of high staff turnover
- Access to company and brand knowledge
- Quality and productivity
- Morale

Almendarez (2011:53) go on to mention that there are a few positives that can be gained from a high employee turnover

- Potential to lose a toxic employee,
- Getting fresh ideas from new starters,
- Benefiting from more diverse hiring strategies

3.4 Research Problem, Management and Motivation – A correlational analysis

3.5 Summary

It is clear that the theories mentioned above have a direct and indirect bearing on employee turnover and that employee turnover brings dysfunction to the organization. Constantly replacing employees for varying reasons interrupts the operational flow and places undue pressure on the remaining members to keep the work going, and in most cases, it is not fair to them. Within these theories, their application can increase or decrease employee turnover. Applying any theory is situational, and several circumstances are relevant to each situation. As mentioned at the beginning of this chapter, there is a difference between leadership and management. When resources in all their various formats are arranged in a systematic way that results in the production of goods and services taking place, that process of doing so is where the above theories come into play, and it does not necessarily have to be about leadership hence the need to distinguish the two clearly.

CHAPTER 4:
RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

Science has evolved, enhancing humanity's understanding of procedures, methods and processes that must be present as an underpinning to successful and credible research. However, when science has evolved and opened humankind's eyes to different research phenomena, it has become more open or widely known that the process involves two interrelated activities, which in most cases have been wrongly applied interchangeably. These are the research design and methodology; their application is in that order. Jowah (2015:77) states that research design is the pathway and activities stipulated for the research, clearly outlining what needs to be done. Research design is an elucidated layout of what will be done in the research. As indicated earlier that research design and methodology are often incorrectly used interchangeably. It is essential to describe what methodology is. Cresswell (2015) refers to research methodology as how the activities outlined in the research design will be conducted. These two work one after the other, i.e., design then methodology, in that order.

4.1.1 The research design

As indicated earlier by Cresswell (2013:167), a research design is an elucidated layout of what will be done in the research.

The research design refers to what should be done. This research. Specific activities should be followed to give the research findings credibility and validity. The research design is a blueprint outlining the following steps:

- the research topic, its objectives or reasoning behind doing this research,
- what questions are used to probe and gather information,
- the subjects under study (population),
- sample size and type,
- type of research,
- instrument to be used,
- research modus operandi,

- data collection
- and analysis.

Farthing (2016:5) summarises the research design diagrammatically:

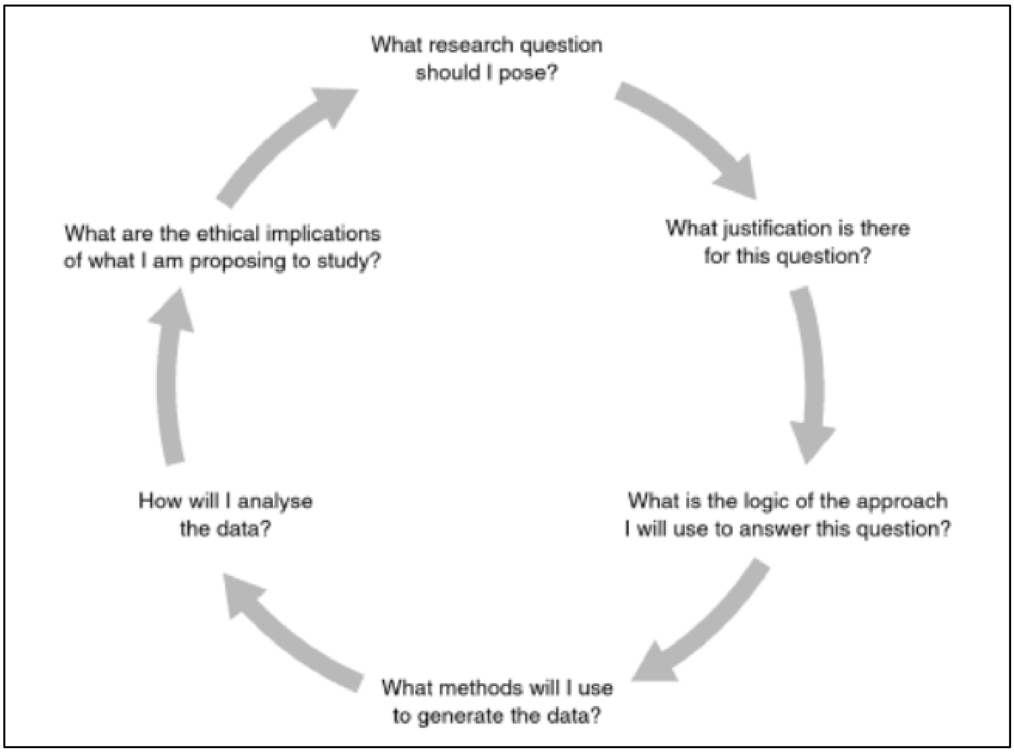

FIGURE 4.1: THE RESEARCH DESIGN

Source: Farthing (2016:5)

4.1.2 The Research Methodology

Research methodology, however, focuses on the modus operandi of how the research mentioned above design process will be carried out. Abutabenjeh and Jaradat (2018:245) cited research methodology as the process or techniques used to identify, select, process, and analyse information about a research topic. In an academic research paper, the research methodology section gives the floor to the reader to critically assess a study's validity and reliability. Research methodology has one key underlying element which distinguishes it from design. It sets the tone by the term "How" in research:

- How was the data collected or generated?
- How was it analysed?

- How these research design activities will be actioned
- How will the research subject and objectives be decided?
- How will the research question be constructed?
- How will the research population be identified?
- How will the sample be selected?
- How will the population be sampled?
- How will the data be collected?
- How will the research instrument be developed?
- How will the data collection be conducted?
- How will the collected data be analysed?
- How will it be reported?

Research methodology answers the "how" part of the research when the design answers the "what" of the research.

4.1.3 Differentiating design from the methodology

Although these terms are often used interchangeably, there is a need to create a distinction between the two. Research Methodology is classified in many ways, but there are two commonly used, the qualitative and the quantitative. Iacono, Brown and Holtham (2009) and Alrawabdeh (2014) cited that it delineates and classifies the research objectives and identifies the requirements that fit the research needs. They went on to say that the key objective of a research methodology is to give a clear and concise direction on what processes and methods will be engaged, discuss the crux of the intended research and how to achieve the objectives. Babbie and Mouton (2001:55) defined research methodology as explaining how the techniques identified in the research design will be used or implemented. Jowah (2015:18A) clearly distinguishes these two concepts, as illustrated in Table 4.1 below.

TABLE 4.1: DIFFERENTIATING THE RESEARCH DESIGN FROM THE RESEARCH METHODOLOGY

RESEARCH DESIGN	RESEARCH METHODOLOGY

Strategic master plan	Operational or execution plan
Emphasizes the road to be walked	Emphasizes how the walking is done
Emphasis on what results are expected	Emphasis on tools/techniques for results
Guided by research problem/question	Guided by the tasks and work packages
Focuses on the rationality of research	Focuses on procedures and processes
Focuses on the “what should be done?”	Focuses on “how should it be done?”

Source: Jowah, 2014:77

The author states that the research methodology is “derived from what is outlined in the research design,” meaning that the methodology is right after setting up the design. In essence, research methodology is the design in action. The design and methodology comprise the population, sampling, sample size, data collection, data analysis, and reporting.

How the research is structured, the anticipated results, and how rational the research is are all part and parcel of research design. Getting to the end, i.e., to the anticipated results using the tools above in design is the research methodology

4.1.4 Types of Research Methodologies

As Iacono, Brown and Holtham (2009) explained, the two most used research methodologies are qualitative and quantitative. At prima facie, they are different, but in execution, they complement each other and Jowah (2015:103) illustrates it in the table below.

TABLE 4.2: DIFFERENTIATING QUANTITATIVE FROM QUALITATIVE RESEARCH

Quantitative [positivist approach]	**Qualitative [anti-positivist]**

1. focus on observable behaviour	1. focus on laws of relationships
2. focus on universal relationship laws	2. focus on human experience
3. focus on the causes of the phenomenon	3. focus on the experience of phenomena
4. uses the natural science model	4. uses the experiential model
5. is aided by firm checks and balances	5. does not have firm checks and balances
6. emphasise measurement and analysis	6. emphasise investigating processes
7. have natural science-built structures	7. have a socially built nature of reality
8. focus on causal relationships and variables	8. focus on the object relationship with the researcher
9. ideal for objective data with numbers	9. uses subjective data from opinions
10. uses rigidly structured methods	10. uses flexible exploratory methods
11. tries to understand from outside	11. tries to be involved with subjects
12. needs a static environment	12 works with non-static realities
13. uses of the particularistic approach	13. uses holistic [comprehensive data] approach
14. uses large samples	14. uses small samples

Source: Jowah, 2015:103

The researcher has decided to use both methodologies to take advantage of the positive attributes of each methodology to assist in bringing up the expected results. Since the research process is used to collect and analyse data to understand the study better (Creswell, 2008:18) suggests that using both methods will benefit the research.

Watson (2015:44) states that quantitative research has a range of methods that address the investigation of social phenomena using statistical and numerical data. In other words, quantitative research should be measurable in numbers, i.e., quantifiable. This allows the researcher to analyse trends and relationships to verify the measurements' validity. In addition, qualitative research seeks to understand the personal meanings of individual experiences in the subject's environment and realities. Based on the wealth of knowledge that both methodologies produce, the researcher decided to use the mixed methods approach.

4.2 Target Population

The research focused on the employees at Boomerang across various departments. There was no limit to the tenure the employees have been at Boomerang, but they must have worked in at least one of these campaigns Royal Canin, 1 life, Just Park, Short Term Insurance, Motor Vaps, and the international ones Hello Neighbour, Gousto, Butternut Box.

4.2.1 Sample frame

A sample is a representative number of subjects from the target population with all the attributes the researcher needs. They form a representation of the target population. The sample frame is the total number of objects that could be interviewed that qualified for the survey. The primary respondents were Campaign Managers, Assistant Campaign Managers, Team Leaders, and Shift Leaders across all the campaigns. Subordinates were randomly selected as well to give a holistic view of the research problem and to provide a more detailed answer.

4.2.2 Sampling method

This research used a mix of purposive and random sampling methods. Bolarinwa (2015:73) defines it as a sample plan that uses two or more rudimentary sampling methods. Lavrakas (2015:96) then says the main objective of a purposive sample is to produce a sample that can be logically assumed to be representative of the population and fit a certain criterion. The reasoning is that in purposive sampling, the population is selected based on them fitting the required criteria, and in this case, it is the Campaign Managers, Assistant Campaign Managers, Team Leaders and Shift Leaders across all the campaigns who fit in the management level. Subordinates or non-managerial staff were selected randomly to give another perspective on how they related to the organisation from a non-managerial position hence there was need to include them in the sample.

4.2.3 Sample size

As stated above, since a mix of purposive and random sampling was used, taking all the Campaign Managers, Assistant Campaign Managers, Team Leaders, and Shift Leaders across all the campaigns who fit in the management level made a total of fifty. Subordinates or non-managerial staff gave another perspective on how they relate to the organisation from a non-managerial position hence there was need to include them in the sample. And in this case, forty-four subordinates will be randomly selected to have a total of 100.

4.3 The Research Instrument

Deciding on how to gather data was necessary as there was need to have an instrument, the researcher settled on using a questionnaire. According to Babbie (1990:377), a questionnaire is a document containing questions and other types of items designed to solicit information appropriate for analysis. Experience has shown that the effectiveness of questionnaires can generally improve by following well-established guidelines related to layout, length, and question order. The data collection instrument used in this research was a structured questionnaire with semi-structured (qualitative) questions. The questionnaire was divided into three (3) sections: Section A, Section B, and Section C.

Section A: Biography – used to get details about the respondents and qualify them to participate in the survey. Those who did not meet the criteria were excluded (two respondents' questionnaires were disqualified), and only the relevant respondents had their questionnaires included in the findings.

Section B: The Likert scale – this scale measured the factors responsible for employee turnover in the company, and these were rated according to their impact on the company and the individuals. The scale measured 1-5 with Strongly agree = 1. Agree = 2, Neutral = 3, Disagree = 4 and Strongly Disagree = 5. A small section at the bottom of the scale requested any other necessary information, providing space for 5 points to be made.

Section C: Open-ended Questions – a free text section where, based upon the questions asked, the respondents can discuss and answer in any way they deem essential. There might be details not covered in sections A and B that might be of value, hence the need to allow respondents to air their views and discuss any other issues, experiences or matters deemed necessary.

The questionnaire was beneficial since data could be gathered under anonymous and confidential circumstances and be kept for future use or to develop another research topic angle. Therefore, this data could be converted to information and revisited at will should other questions arise about the research. Furthermore, the whole questionnaire allowed for broader engagement tried to cover the essential questions in the research and provided an opportunity for the participants to express views about the matter without fear. After construction, the questionnaire was taken for a “pre-run", reconstructed with the supervisor's assistance, and then sent for ethics clearance. After this, it was used to collect the data from the respondents.

4.3.1 Advantages of using the questionnaire method

Geisinger (2010:2) described questionnaires as inventories that researchers use to solicit and compile various information from participants. Usually administered anonymously, questionnaires are the most preferred data collection methods because they are relatively low cost and ensure the anonymity of respondents. The questionnaire was decided on because of certain advantages that would assist positively in a survey of this nature. Judd, Smith, & Kidder (1991) outlined these advantages listed below justified the use of questionnaires. These are.

- A large number of respondents is possible.
- A representative sample is possible.
- Question responses can be highly structured and efficiently coded.
- Statistical tests are possible (depending on the nature of data collected).
- Respondent has time to consider questions (especially as it is not face-to-face).
- Inexpensive was to cover a large geographical area.
- Questionnaires are replicable and can be used in later studies; they should be reliable if well-constructed and adequately piloted.
- Standardised questionnaires have already been validated; the study findings can be compared directly to other studies.

4.3.2 The disadvantages of using a questionnaire

As much as questionnaires are the preferred data collection method, they need to be evaluated. These were identified as:

- The response rate may be low if the questionnaire is not administered in person. Experience has shown that respondents need a bit of a push to complete them. “If not administered face to face (for example, by email attachment or online), there is a possibility of a low response rate (not getting many questionnaires back).
- Unless administered face-to-face, the likelihood of respondents not understanding the needs of the questionnaire is high.
- Questionnaires cannot tell us about the context and meaning behind a response.
- There is a high likelihood that respondents may answer with “politically correct” answers instead of what is happening on the ground unless the questionnaire is administered personally.

Whilst there is an acknowledgement that there are disadvantages, the questionnaire will be distributed electronically. The main reason for this is to reduce paper printing costs, but at the same time, the researcher will follow up personally with the respondents seeing that there is a close relationship with the population sample at the company. It is easier to make people respond when the researcher follows up in person. Also, when filled in digitally, it allows easier collation of the data instead of capturing it manually.

4.3.3 The reliability and the validity of the questionnaire

Bolarinwa (2015:195) indicated that reliability is the extent to which a questionnaire produces the same results on repeated trials, both on validity and reliability. It is the stability or consistency of results over time. The questionnaire was subjected to different reliability tests, namely:

- Test-retest reliability
- Equivalent form reliability,
- Face validity,
- Content validity,
- Construct validity,
- Criterion validity

Testing for these was necessary because an unreliable questionnaire cannot be valid and vice versa. The language was made simple, short and easy to understand specifically since not all Boomerang employees are fluent in using English as a second language, especially writing. This avoids the possibility of being misunderstood, resulting in unintentional wrong answers; thus, the reliability and validity of the research instrument improved.

4.4 Data Collection Technique

The collection of the data was through a structured questionnaire. A link was sent to all the employees within the sample size, and a supporting email explaining the research, their rights to participate, and data privacy. Since there was adequate time, some of the respondents directly contacted the researcher asking for clarity. In addition, the researcher periodically availed himself at the premises to answer questions and provide assistance where needed. All areas that needed explanation were addressed, and the questionnaires were responded to, giving a 100% return rate on the questionnaires. The open-ended sections of the questionnaire attracted more free text responses from the respondents, allowing them to fill in what they thought. This was the qualitative aspect of the questionnaire in line with the decision to use the mixed methods approach for the survey.

4.5 Data Analysis

The said earlier indicated tool called Zoho Survey that the researcher used to distribute the questions allowed the summation and collation of the results as they came in and this allowed especially the quantifiable aspect of the questionnaire to be more accessible. After collection, the data was cleaned and edited for errors, the questions were coded, and the information was captured on Zoho Analytics, a platform that uses artificial intelligence for predictive and deductive analytics. This data was then converted to illustrations in tables, pie charts, histograms, frequency polygons, and bar charts on that same platform. These showed the relationships between the variables under study based on the interpretation and analysis of the findings. This analysed data was converted to information on the basis on which understanding may be made of the findings. The following data chapter is, therefore, a result of these findings and generalisations, from which conclusions and recommendations are then suggested.

4.6 Ethical Considerations

The research touched on sensitive and confidential issues that might destroy the company if not handled well. As a guiding principle, Bryman and Bell (2007:24) describe the ten pillars that must be observed when researching so that ethical considerations are observed and respected. The research was based on ethical considerations since it complied with all the requirements for this aspect of research.

They are:

- Research participants should not be subjected to harm in any way whatsoever.
- Respect for the dignity of research participants should be prioritised.
- Full consent should be obtained from the participants prior to the study.
- The protection of the privacy of research participants must be ensured.
- An adequate level of confidentiality of the research data should be ensured.
- The anonymity of individuals and organisations participating in the research must be ensured.
- Any deception or exaggeration about the aims and objectives of the research must be avoided.
- Affiliations in any form, sources of funding, as well as any possible conflicts of interests must be declared.
- Any type of communication about the research should be done with honesty and transparency.
- Any misleading information and representation of primary data findings in a biased way must be avoided.

After completing the steps above, the researcher asked for permission from the company management to conduct the research on their premises. Respect and confidentiality were ensured as this forms the cornerstone of the research and assuring the respondents that they were comfortable answering. Participants were made aware that participating is purely voluntary and that they can pull out anytime should they feel uncomfortable. The researcher also had a letter from the Higher Degrees Committee, which guaranteed that the research was a valid academic exercise, and that the university was in support of the research.

4.7 Limitations of the Research

As contact centre/call centre companies have different campaigns, how they manage their employees differs per company. As such, this research was limited to the confines and operations of Boomerang SA. The findings of this research applied to Boomerang SA but presented an opportunity to start conversations in other contact centres about employee turnover. So, to some, it might apply, and to some, it might not; however, the findings of this research will not draw context on all call centres.

As this industry can get extremely busy in terms of targets and quotas the respondents have to meet, there was a potential challenge that the participants might forget about the questionnaire. Therefore, the researcher sent reminders through email and telephone before the appointment dates.

4.8 Summary

This research project's validity and reliability was understood objectively in the context of work done, with the design being followed meticulously. The research began with the introduction of the study, the literature reviewed, the establishment of the study gap and subsequent understanding of the problem statement, the setting of the objectives, the research questions, the decision on research design, identification of the population, the construction and testing of the questionnaire, data collection methods and data analysis. The researcher hoped that this approach would provide a feasible and credible outcome that will help Boomerang reduce its labour turnover.

CHAPTER 5:
DATA REPORTING, ANALYSIS AND INTERPRETATION OF THE FINDINGS

5.1 Introduction

This chapter presents the findings from the fieldwork as described in the previous chapter on Research Methodology. More holistic and accurate data for this research comprised both qualitative and quantitative; thus, the questionnaire was structured with closed (quantitative) and open-ended (qualitative) questions. There are many reasons employees leave organisations, and this research looked at two main categories that were then dissected further: management and leadership. In looking at these two main categories, the focus of the study was to look at them in further detail to address the factors that are responsible for employee turnover.

As indicated in the preceding chapter, the questionnaire was structured into three sections: Section A – Biography, Section B – Likert scale and Section C, open-ended questions. There were several questions in each section for specific information. Section A was mainly biographical, with the crux of that section being to assess the relevance and participation of respondents in the study. Section B used the Likert scale to rate variables such as perceptions, opinions, expectations, and experiences. Finally, section C consisted of open-ended questions, to which the respondents were expected to respond in their understanding and experience. This allowed a wide variety of responses to the same question hence perception being of paramount importance.

The collected data was distributed, captured and analysed using a business intelligence tool called Zoho Survey that was used to construct (graphs, tables, bar charts, bar graphs, tables and histograms). These graphic charts and tables are used to visually demonstrate the findings and establish the connection between the variables in the study. Findings are presented in the pages below.

5.1.1 Section A: Biographical Information

Data reporting follows a specific pattern where a question is asked with a summary of the question, a response follows, and diagrams and tables support this. For example, the biographical section questions aimed to qualify respondents to participate as there was a specific research target group.

5.1.1.1 Question 1: How long have you been employed at the company?

This question sought to establish the tenure of the participants in the company; this tells a lot and, depending on several factors, can be a basis for propensity to leave or stay. People are different, some settle comfortably in the company, and some are always on the move after a certain period. Therefore, knowing job tenure is very important as a starting point.

Response: The question of leaving an organisation is sometimes affected by the duration of their employment within the business. The question was aimed at establishing first the split in terms of how long they may have been employed.

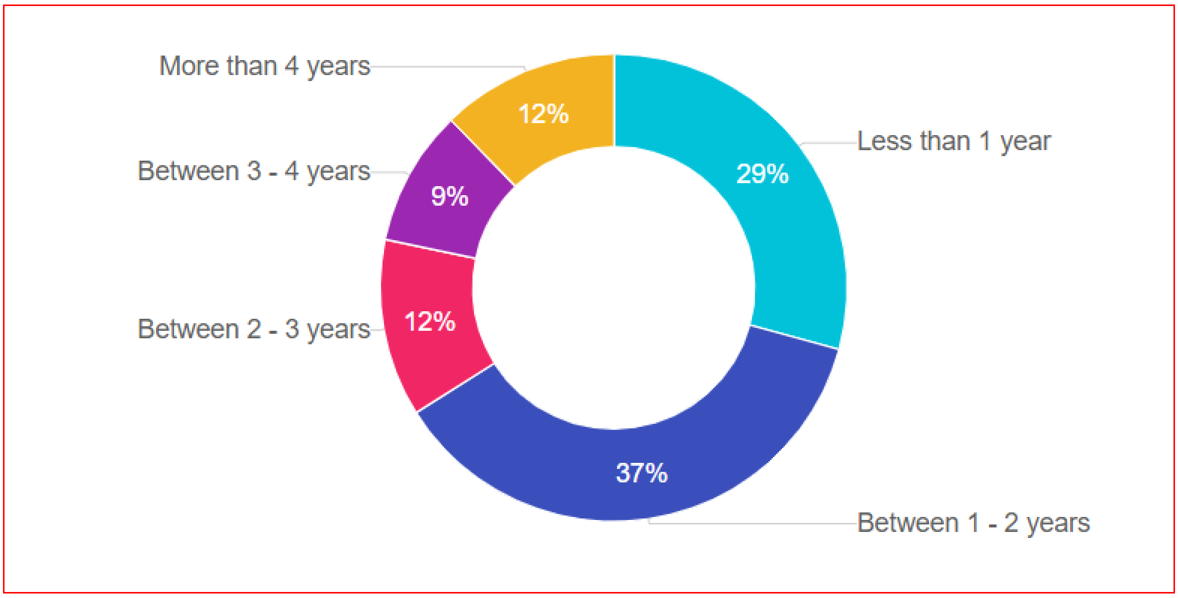

FIGURE 5.1: HOW LONG HAVE YOU BEEN EMPLOYED AT THE COMPANY?

Source: Own Construction

The results indicate that 37% of respondents have worked between one and two years in the company. Fewer respondents have worked for the company longer than three years, as shown by a combined percentage of 21% (i.e., 9% plus 12%). On the contrary, the combined percentage of those under two years is enormous, i.e., 66% (37% plus 29%).

5.1.1.2 Question 2: Which campaign are you associated with?

Boomerang runs numerous campaigns, and the number of agents in a particular campaign is determined mainly by the client and customer demand. Usually, inbound campaigns like Gousto, for example, have an increased head count towards the festive season as this is focused on food and cooking.

Response: This question sought to determine how many respondents are in each campaign (divisions). This allows the researcher to know which of these campaigns has the most people, which helps determine how many people leave the company relative to the team size. There could be varying reasons across the teams. The results are shown in Figure 5.2 below.

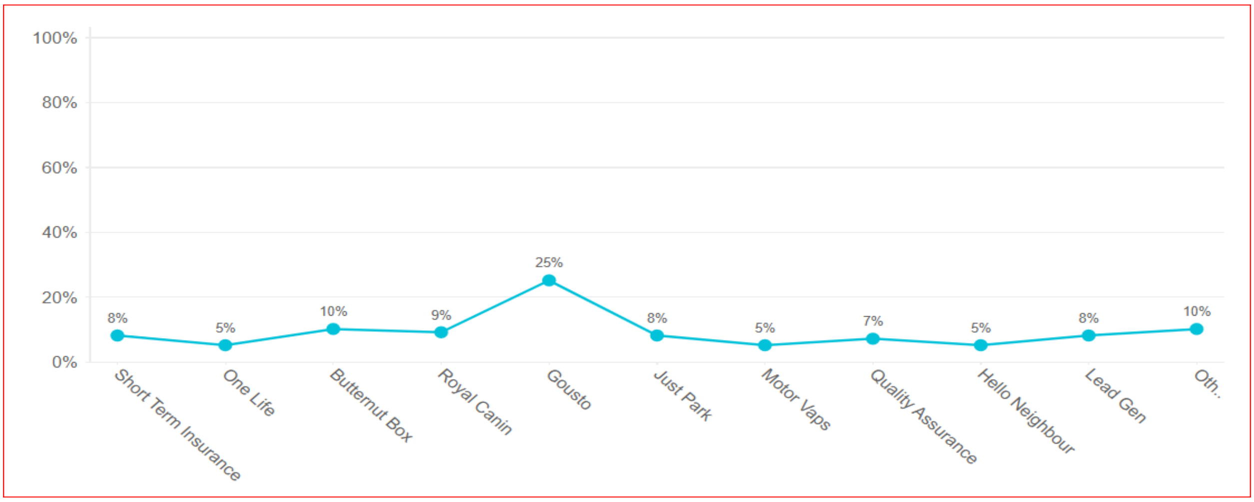

FIGURE 5.2: WHICH CAMPAIGN ARE YOU ASSOCIATED WITH?

Source: Own Construction

As the results displayed show, there is minimal variance in the difference in team sizes except for Gousto, which comprises 25% of the sample size. Motor Vaps, One Life and Hello Neighbour are the least populated campaigns at 5%, as these are still small and recently acquired. The numbers will increase as the campaign grows or the client requires a headcount. The others that are contributing 10% are part of the IT team. They are not necessarily directly involved in operations but face the same problems.

5.1.1.3 Question 3: How long have you been involved in the campaign?

Being associated with a certain campaign for a lengthy period also determines employee turnover. Some individuals stick with that campaign for a period because they like their manager, enjoy their job there, are not keen on moving or have been made to stay there even if they want to move. This is the thrust of this question.

Response: 43% of the respondents have been with their campaign for less than a year. The second largest group of respondents have been with their campaign between one and two years, as Figure 5.3 illustrates.

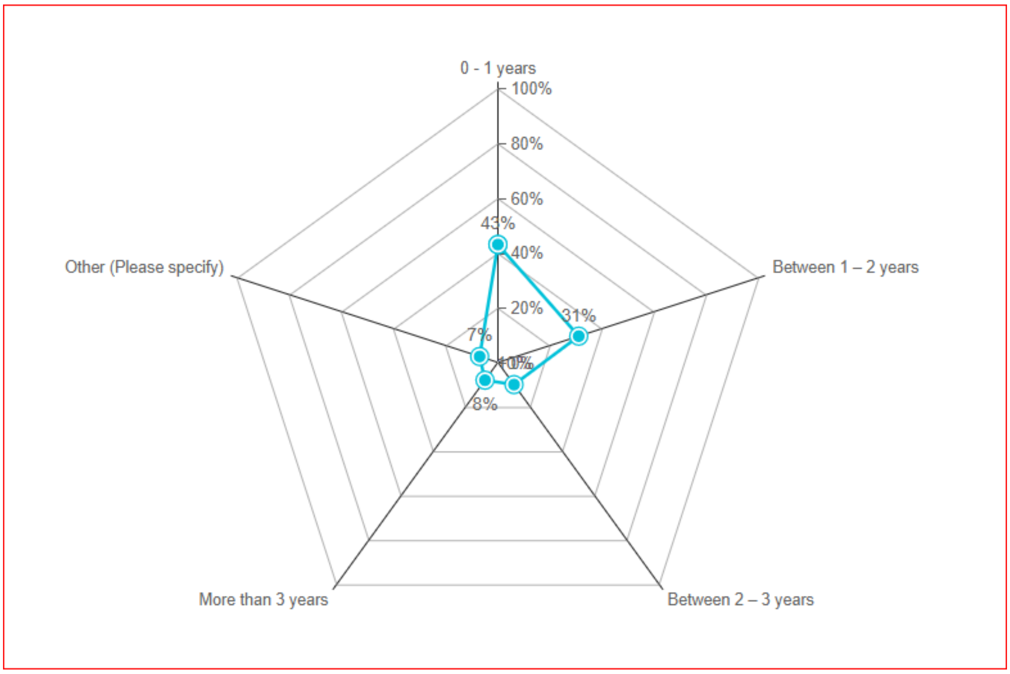

FIGURE 5.3: HOW LONG HAVE YOU BEEN INVOLVED IN THE CAMPAIGN?

Source: Own Construction

As shown above, a combined total percentage of 74% have been with the company for less than two years (i.e., 0-1 years at 43% and 1-2 years at 31%). On the other hand, 7% for those in "Other" are responses from non-operations departments like IT or Office Admin. Therefore, only a combined percentage of 18% accounts for 2-3 years and more than three years.

5.1.1.4 Question 4: How many agents are in your team?

The objective of this question was to get an overview of the head count in each team.

Response: The aim of this question is to determine team sizes. While there could be many other reasons why the team size is what the results show, in this research, we want to establish team size concerning the phenomenon at hand, employee turnover. Figure 5.4 below illustrates the findings.

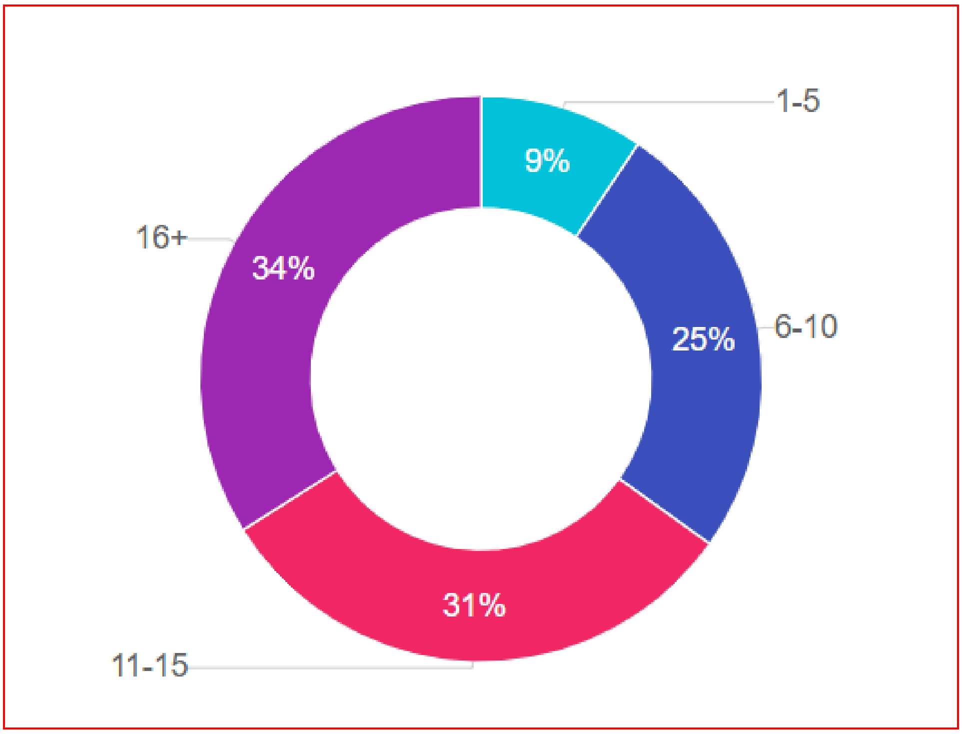

FIGURE 5.4: NUMBER OF AGENTS IN EACH TEAM

Source: Own Construction

Figure 5.4 above indicates that 34% of the respondents form part of the organisation's bigger team, i.e., more than 16 agents are in that team. Second, as the diagram shows, 31% form part of the second largest team in this sample. 34% form part of the team in this sample size below ten agents. The team size does not necessarily reflect the subject of employee turnover, but it could be a requirement from the client or a rise in calls that determine the team size.

5.1.1.5 Question 5: Is your campaign Inbound or Outbound?

Response: The company is split into three main categories, i.e., Inbound, Outbound and Blended. This question was meant to determine how those in the sample size are distributed. This allows everyone a good chance to represent their campaign. And to the research methodology identified in the previous chapter, knowing if they are inbound, Outbound or Blended supports the random sampling method chosen as anyone in any of these campaigns has an equal chance of being selected.

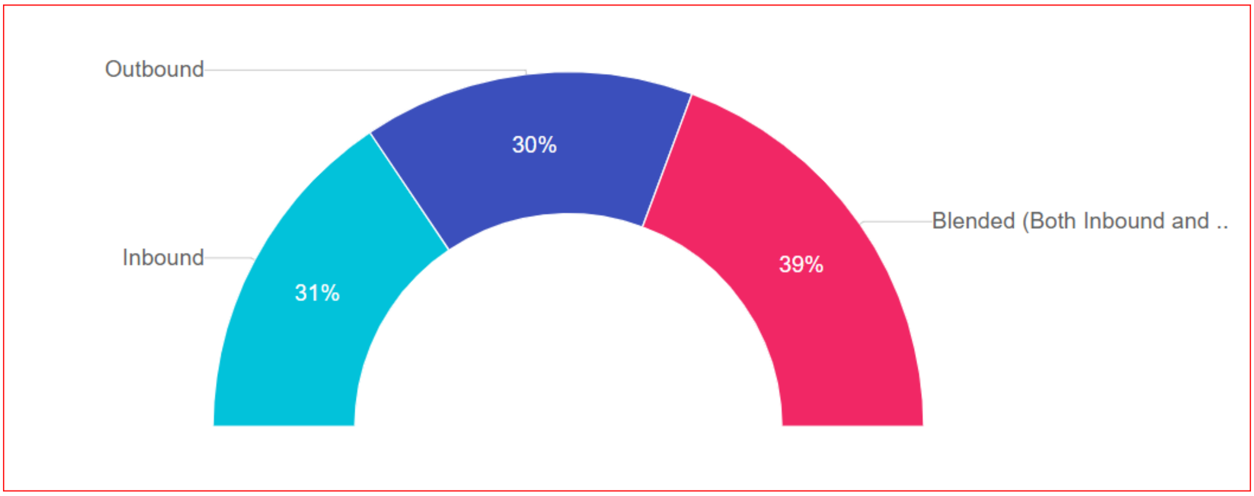

FIGURE 5.5: IS YOUR CAMPAIGN INBOUND OR OUTBOUND

Source: Own Construction

The response to this question indicates a nearly equal distribution of respondents in each of the three main categories of the call centre. However, there are differences in inbound, outbound and blended. 31% of the respondents indicated that they are in inbound, 30% belong to the outbound calls division, and this can be in any campaign. Then a slightly a greater number of the respondents, i.e., 39%, form part of the blended campaigns.

5.1.1.6 Question 6: Have you ever worked in another campaign before your current campaign?

Boomerang has an internal policy that allows opportunities first to employees before going external. This allows employees to move to campaigns they feel they can perform better. However, this is not done haphazard, there is a process to it, and the first part of it is to avail the opportunities to internal employees

Response: This question focuses on whether these agents have worked in another department or campaign. The reasoning behind this is that some individuals need that challenge or excitement that comes with changing departments and learning something new. Some scholars have argued that being stuck in one position or department for a long time can lead to boredom, redundancy and a general lack of motivation. So, this question was to find out precisely that.

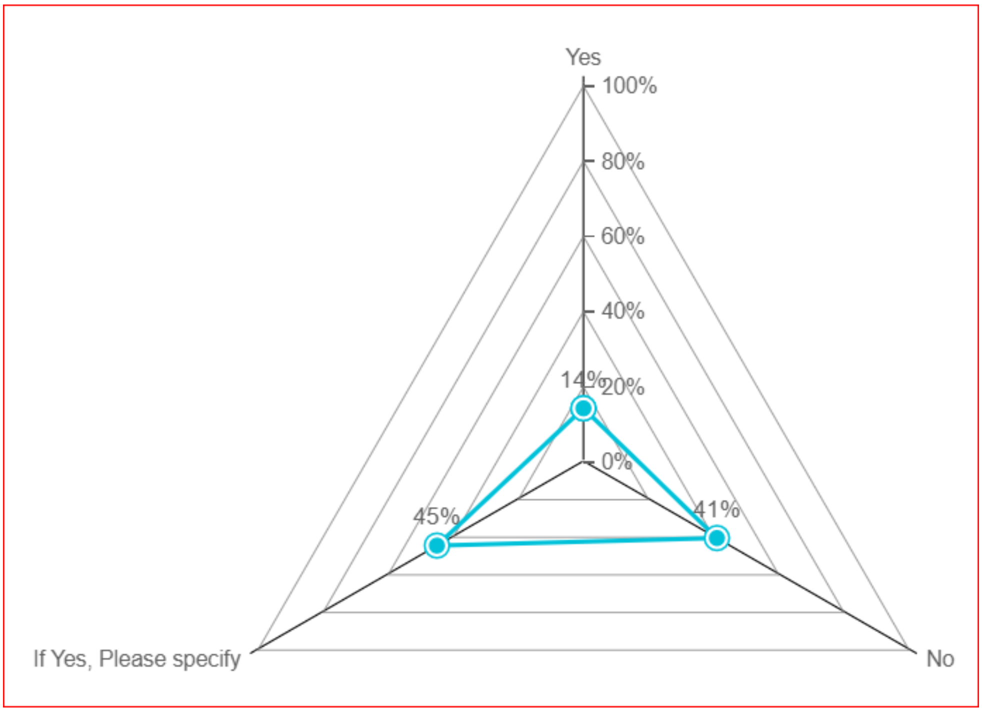

FIGURE 5.6: HAVE YOU EVER WORKED IN ANOTHER CAMPAIGN

Source: Own Construction

The most significant proportion of the sample, i.e., 59%, indicated that they have worked in another campaign before. This is a combination of those who said yes only and specified in which campaigns they participated. This indicates they have been at the company longer than a year because after being in a particular campaign for an extended period, one would be shifted to another department. The transfer could be increased in workload with other campaigns, or they are transferred if there is insufficient work in their current department. 41% of respondents indicated that they had not worked for another department before.

5.1.1.7 Question 7: Roughly how many calls do you handle per day in total?

The objective of this question was to assess the workload. Boomerang is a call centre; employees spend the whole day talking on the phone. The workload question was vital to ask as this s looked at team size as a determinant of performance.

Response: The purpose of this question is to determine workload in general across the entire sample size. The company under research is a call centre that provides telephonic services, and their workload calculation heavily depends on the number of calls. The responses are reported in Figure 5.7.

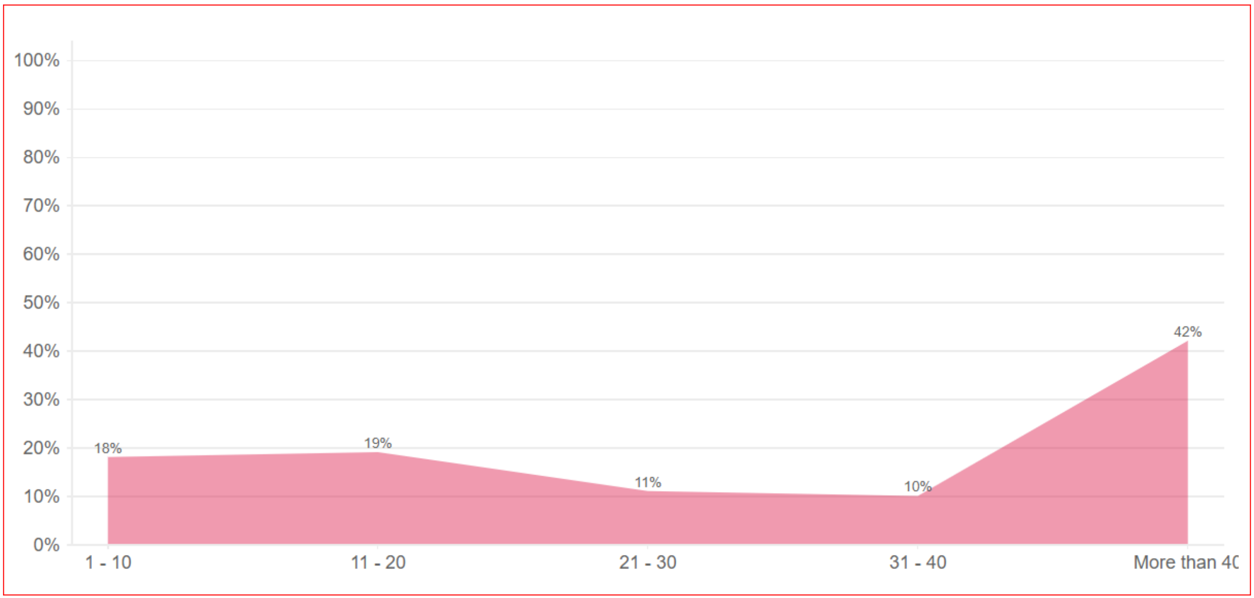

FIGURE 5.7: AVERAGE DAILY WORKLOAD

Source: Own Construction

Based on the results obtained, a significant 42% of the respondents account for those campaigns whose number of calls exceeds 40 per day, whether inbound or outbound. 10% of the respondents indicated that they receive 31 – 40 calls a day. 11% indicated that they receive 21 – 30 calls, while a combined 37% account for those that receive less than 20 calls a day.

5.1.1.8 Question 8: Is this your first job since leaving high school?

The call centre employees range from 18 years old onward; some agents are straight from high school with no formal qualification, and this would be their first job. However, some employees are much older, have long been in the call centre sector and have experience. Whether it is their first job or not has played an important part in this study as it is relevant.

Response: This was to establish if the agents have worked before after leaving high school. The idea here is to establish those who have work experience and those that do not because experience builds resilience over time. Some of the issues that affect new workers straight out of high school may be more tolerated by those with experience. Figure 5.8 below illustrates the findings.

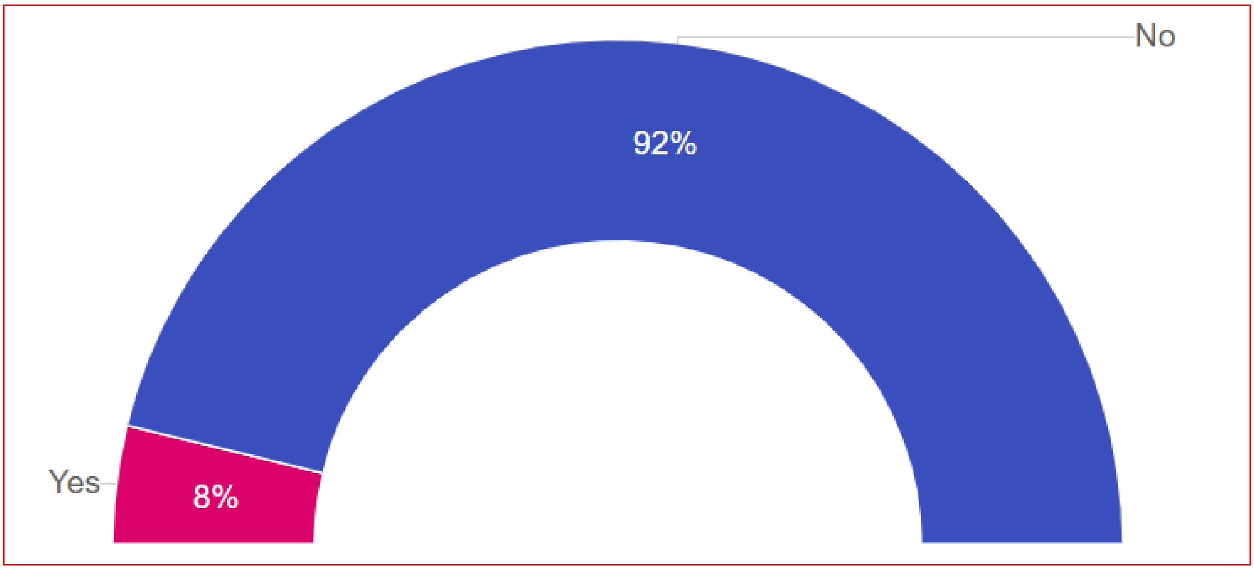

*FIGURE 5.8: IS THIS YOUR **FIRST JOB SINCE LEAVING HIGH SCHOOL?***

Source: Own Construction

Figure 5.8 reveal that 92% of the sample size have worked before and have work experience. However, only 8% of respondents indicated that this is their first job.

5.1.2 Section B – Likert Scale

The Likert scale is used in this section to measure the respondent's perceptions and opinions against particular statements arising from the research question, problem statement and research objectives. The Likert scale statements were rated at scale of 1-5, with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. Respondents were asked to rank these statements on how they felt regarding their understanding of these statements. The same method used in the Biographical section is applied here, where the statement appears as in the questionnaire supported by a response in an illustrative form. The following statements are repeated below.

5.1.2.1 Statement 1: I am allowed to participate in decision-making.

The issue of participating in decision-making or giving input is determined by the type of leadership model used. Apart from the one under research, some companies have managers conceptualise and decide what goes on the operations floor without consulting. Employees, in this case, are just told of changes happening, and whether they like it or not, they have to accept it. Whereas some present the options to the team, see what they like and then decide. The latter have more buy-in as they feel they are part of the change that takes place within.

Response: This question aimed to determine the level of involvement agents have in decision-making. Part of being a consultative firm is to ask for other nan managerial members to participate in decision-making, especially for issues that need their input. The manager's role is to maintain the final decision after involving other members in the consulting process. For example, if the company wants to put up a canteen or even a vending machine in the call centre, agents and those in operations have to be consulted if they think it is a good idea and if they like it instead of having decisions made by management only and all the time.

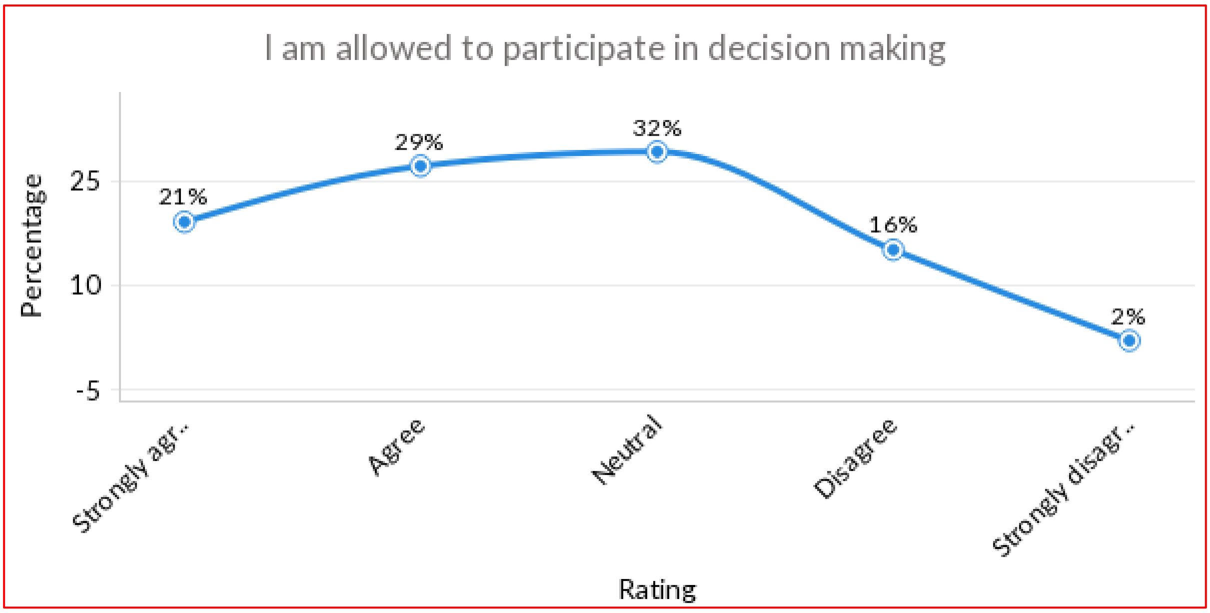

FIGURE 5.9: I AM ALLOWED TO PARTICIPATE IN DECISION MAKING

Source: Own Construction

A greater percentage of the responses indicated neutrality with regard to being allowed to participate in decision-making; that is 32%. The percentage of employees allowed to participate in decision-making processes is 21% and 29% accounting for Strongly Agree and Agree, respectively. Only a small per cent of 16% and 2% account for those who look at this differently.

5.1.2.2 Statement 2: I was given a proper induction on joining

Training forms part of what an employee needs when they join the organization, and the quality of the training determines production both on a quantity and quality level. The purpose of this question is to establish if proper training was given on induction. The idea is to establish how effective their training is and how relevant.

Response: Different campaigns have different training modules and duration. It is up to the individual to say if they were adequately trained before being placed in work or if they had to learn some of the things once they went live on the floor. The findings are shown below in Figure 5.10.

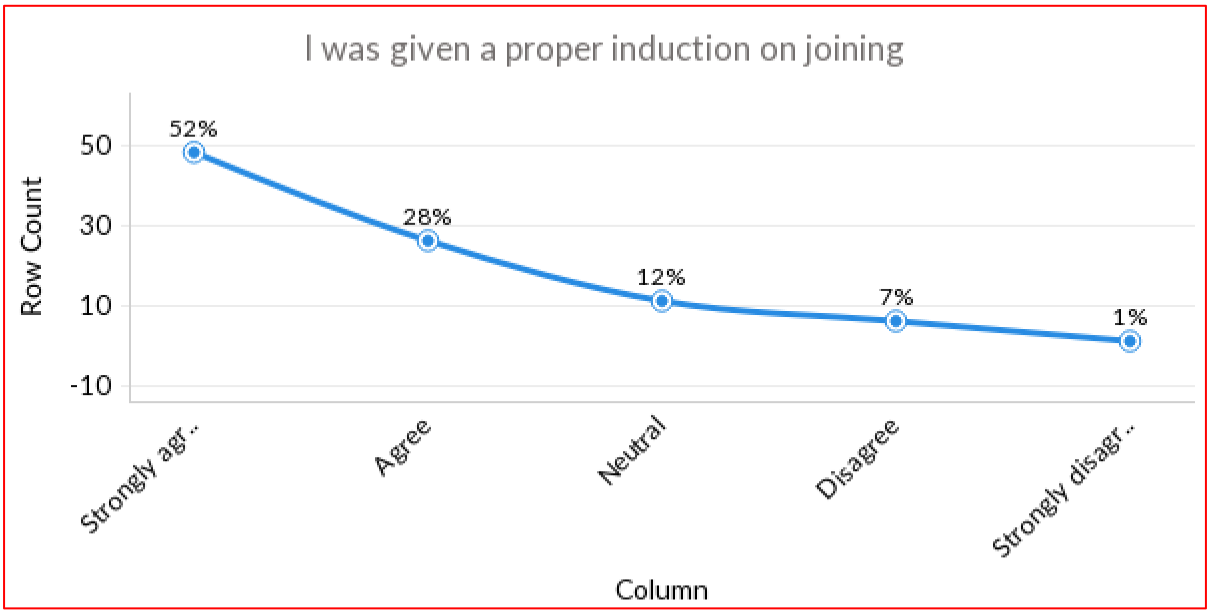

FIGURE 5.10: I WAS GIVEN A PROPER INDUCTION ON JOINING

Source: Own Construction

As illustrated above, 52%of the respondents strongly indicated that they received proper training on induction. The training is mostly the systems used by different clients the company services. Training is crucial in induction and keeping the team up to speed with any changes in the industry. Twenty-eight per cent are also in agreement to receive proper training, taking the figure up to 80% of those who agree that they received proper training. 12% indicate a neutral group of people, and a combined per cent of 8% is for people who do not believe they received proper training.

5.1.2.3 Statement 3: My admin queries are resolved on time

The primary purpose of this question was to identify the time it takes for administrative queries, i.e., queries that have to do with salary or any other administrative issue, to be solved. These issues do not have anything to do with the operations but rather administrative. To an employee, salary is very important, and in the case of Boomerang, part of the agent's salary is calculated, and certain factors must be considered, such as attendance and performance. So, if anything is amiss on the salary day, they raise it, and it is that urgency that they need to get it sorted. Turnaround times are a key aspect in ensuring the business runs smoothly, and if there is a delayed response on any query that especially relates to remuneration, it starts getting frustrating.

Response: Interestingly, many people indicated that their admin queries were resolved on time. A combined percentage sees 51% for those who strongly agree and those who just agree. A small percentage of 4% strongly disagree with this, and they are supported by an additional 11% who disagree, bringing a total of 15% of those whose responses indicate that their queries are not resolved on time.

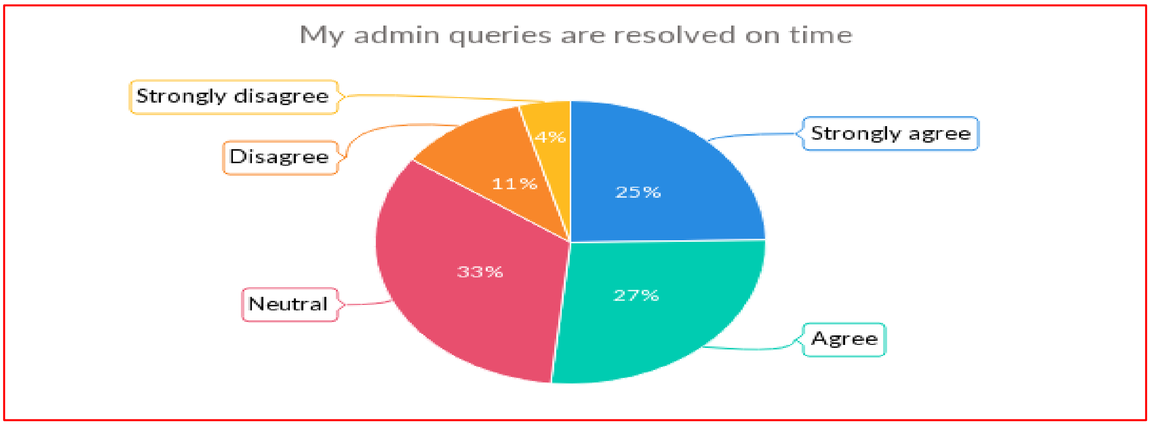

FIGURE 5.11: MY ADMIN QUERIES ARE RESOLVED ON TIME

Source: Own Construction

5.1.2.4 Statement 4: I feel secure in my job right now

Today, job security is of paramount importance and more so with the Covid-19 pandemic that struck a few years ago, securing a job is an achievement.

Response: This statement intends to find out where the agents' minds are regarding job security. The findings are shown below in Figure 5.12.

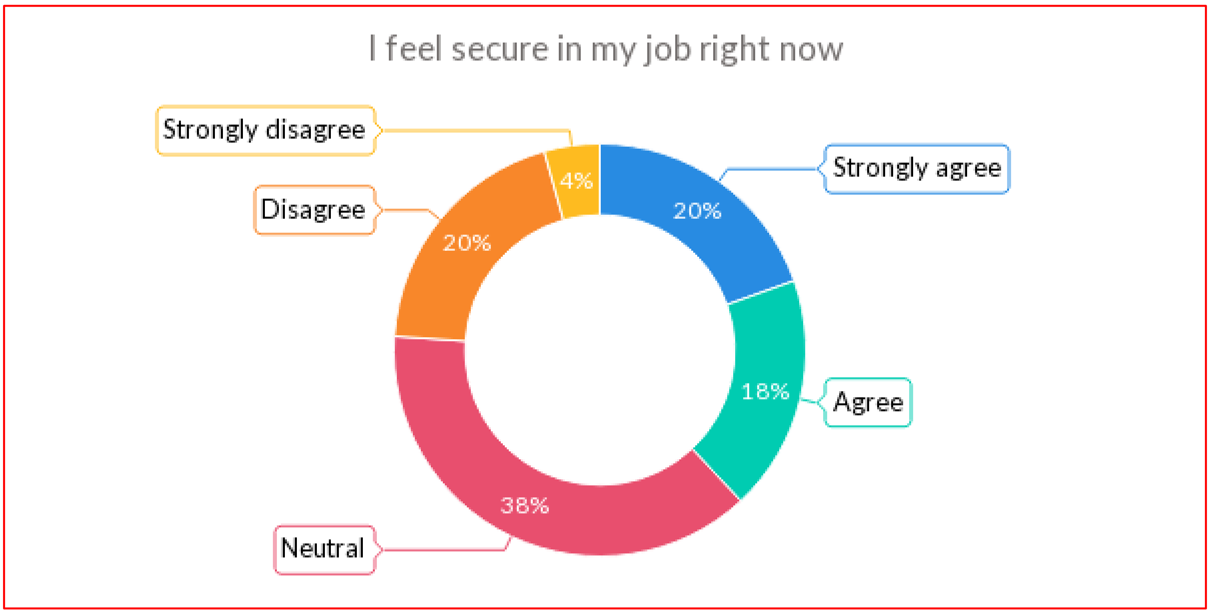

FIGURE 5.12: I FEEL SECURE IN MY JOB RIGHT NOW

Source: Own Construction

The highest proportion of these findings, i.e., 38%, indicated neutrality of their job security, slightly more than double that of those who agree (18%). On the other hand, if one looks at the combined percentage of those that agree and strongly agree, it is 38% (20% plus 18%). These respondents feel they are secure in their job currently. 20% and 4% represent the few who currently think they are not secure in their job because they disagree and strongly disagree, respectively.

5.1.2.5 Statement 5: There is clear communication of roles and responsibilities.

Communication is a vital cog in any business success and elucidating the roles and responsibilities of the subordinates eliminates guesswork and grey areas. It is not only crucial in tasks but even in general, being courteous and being approachable.

Response: This statement was to find out how good the managers communicate with their teams, i.e., top-down communication. The findings are illustrated in Figure 5.13 below.

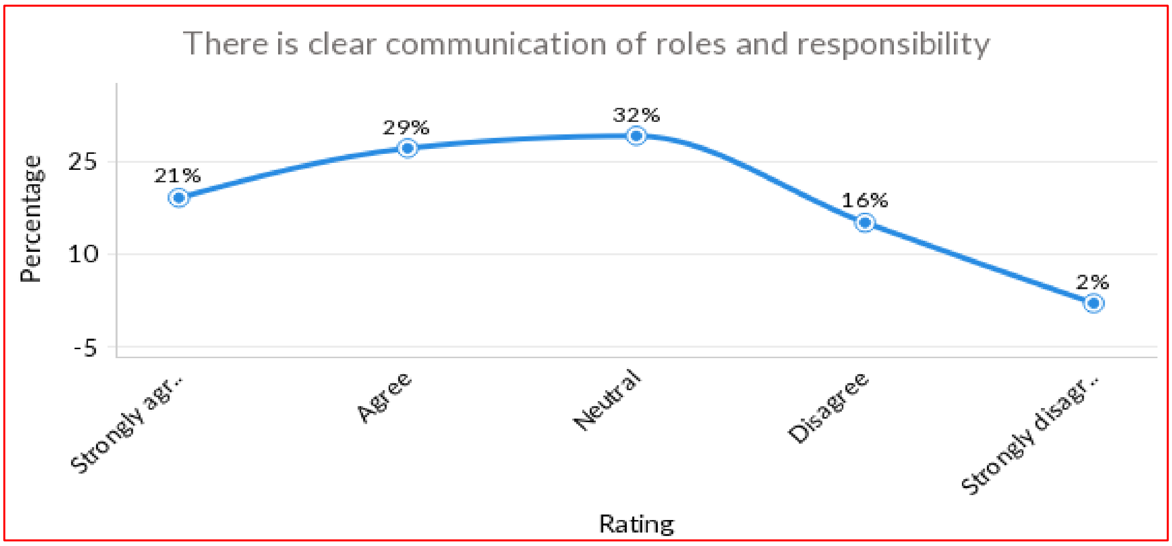

FIGURE 5.13: THERE IS CLEAR COMMUNICATION OF ROLES AND RESPONSIBILITY

Source: Own Construction

A vast majority of respondents, totalling 50%, agree or strongly agree with this assertion that there is clear communication of roles and responsibility agree—29%, and strongly agree—21%. 32% of respondents showed neutrality about this assertion of communication of roles and responsibilities, yet only 16% disagree and 2% strongly disagree with this assertion.

5.1.2.6 Statement 6: There is a good company culture.

An old saying goes, "Fish rots from the head", and this demonstrates that whatever culture is in a company, it is what the people at the top believe in and what it will be in the company. It can be a culture of fun, dressing a set of norms, beliefs and values.

Response: The objective of this question was to find out if there is a good culture or a way of doing things that do not frustrate people at the office. Usually, bad cultural practices tend to push people away; hence knowing this is of paramount importance. Figure 5.13 below indicates the response of the participants.

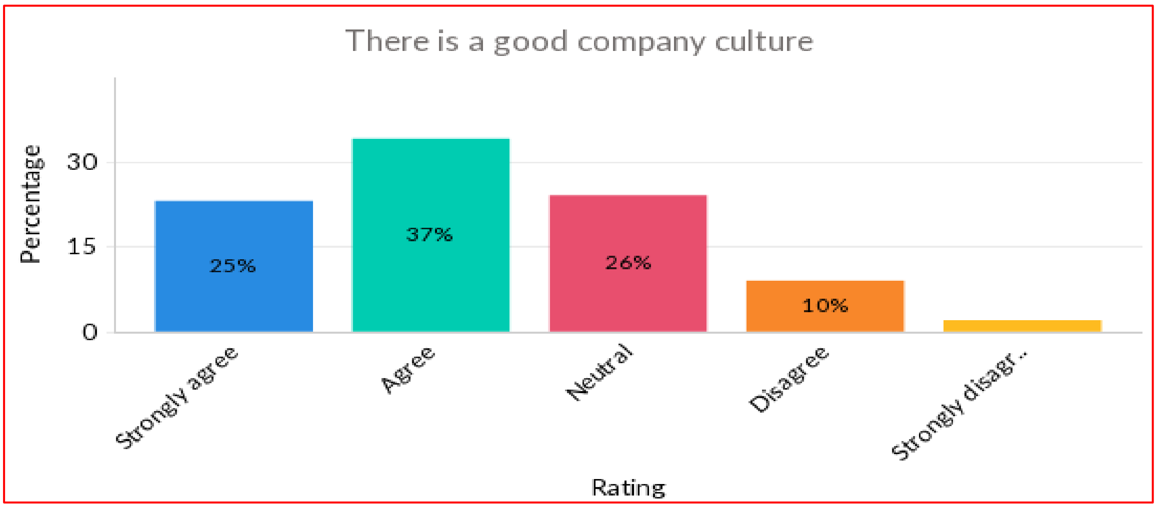

FIGURE 5.14: THERE IS A GOOD COMPANY CULTURE

Source: Own Construction

Thirty-seven per cent of the respondents indicated a good culture at Boomerang, which is a good thing. Moreover, this can be summed up with those that strongly agree, sitting at 25%, which brings the total to 62%. Neutral respondents accounted for 26%, while those that disagreed totalled 10%. Those that strongly disagree account for 2% of the respondents.

5.1.2.7 Statement 7: I am satisfied with my remuneration.

Remuneration is a reward that is given to an employee for doing their job. Many factors determine remuneration and considering these factors, it should be commensurate with the cost of living and market rates.

Response: Remuneration cannot be over-emphasized as the most important reason why people go to work, and the objective of this question was to find out how satisfied they are with their remuneration vis-à-vis the rise in the cost of living in South Africa. Response to statement 4 can be seen in Figure 5.14.

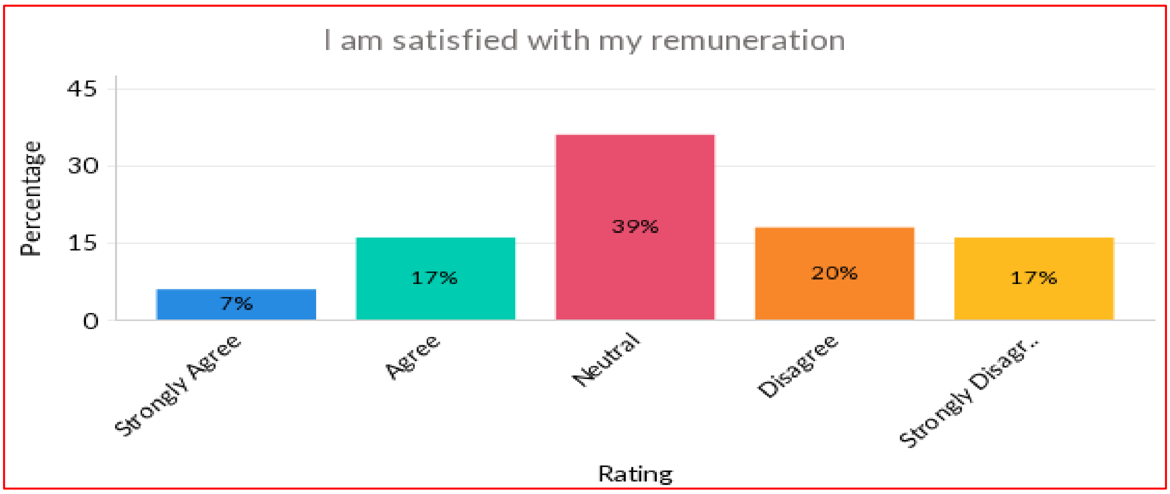

FIGURE 5.15: I AM SATISFIED WITH MY REMUNERATION

Source: Own Construction

Only 7% of the respondents indicated that they strongly agree, meaning they are pleased with their current remuneration. This is followed by 17% of the respondents who agree they are happy with their remuneration. A sizeable number of 39% of the respondents indicated that they are neutral to this question. However, 37% disagree with this question's assertion, meaning they are unhappy with their remuneration.

5.1.2.8 Statement 8: I get along well with my colleagues in other departments.

Relationships across departments are important as this avoids employees working in silos, i.e. separated from other departments. Good relations are needed across the board for a workplace to thrive, as one department's output is another's input. In the case of Boomerang, as indicated earlier on, some of the agents worked in other departments before their current ones, and this was made possible by just being able to interact with others in other departments/campaigns.

Response: The conclusion here is that good relations are important in a work setup as employees cannot operate in silos, which is counterproductive. As the results show below, management should continue fostering an environment that allows department interaction. Figure 5.16 shows the response to statement 8.

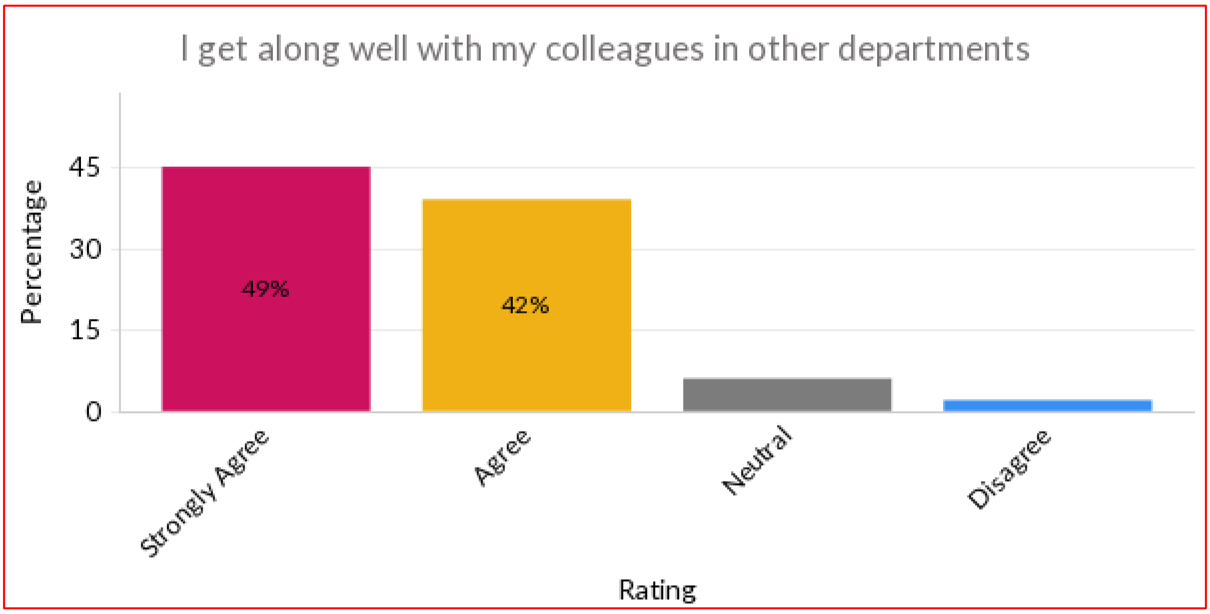

FIGURE 5.16: I GET ALONG WELL WITH MY COLLEAGUES IN OTHER DEPARTMENTS

Source: Own Construction

As indicated in the above graph, almost half of the respondents strongly agree that they get along with other colleagues in other departments. If we add 42% of the respondents, i.e., those that agree, we arrive at 91%. In unison, a significant percentage of the respondents feel they get along with other colleagues. The remaining 9% is split between those that are neutral at 7% and those that disagree, sitting at 2%.

5.1.2.9 Statement 9: I am happy with the remuneration benefits, e.g., medical aid.

In addition to the monetary gains in the form of salary, additional benefits have a bearing on employees staying or leaving. These benefits can be medical aid, leave days, and educational allowance. These are motivators that can make employees value them more than the monetary remuneration itself.

Response: This statement aims to determine if these additional benefits are important to the agents.

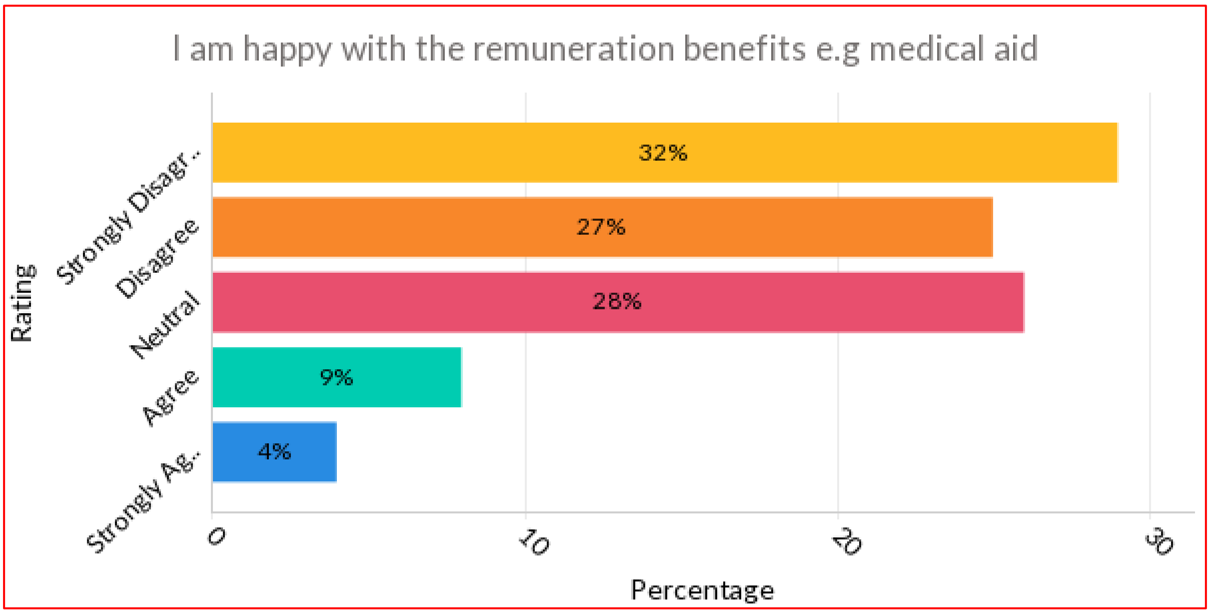

FIGURE 5.17: I AM HAPPY WITH THE REMUNERATION BENEFITS, E.G., MEDICAL AID

Source: Own Construction

Thirty-two per cent of the respondents strongly disagree with the notion of being happy with their additional benefits. Twenty-seven per cent disagreed as well but to a lesser extent, bringing the total percentage of those that disagree to 59%. This is a considerable percentage compared to those who agree and strongly agree, whose total is 13%, apportioned 9% and 4% respectively. 28% of the respondents indicated neutrality.

5.1.2.10 Statement 10: I see prospects of career growth here

Ceteris paribus indicates there are prospects of career growth or room and environment to thrive in the workplace; it directly affects turnover. This means that such opportunities lower the rate or propensity for high turnover because employees feel there is an excellent base to build a career. Conversely, if the prospects of growth are not visible, then employees are likely to search for greener pastures where they feel they can grow.

Response: This question aimed to establish the co-relation between those two phenomena. The response to this statement is shown in Figure 5.18 below.

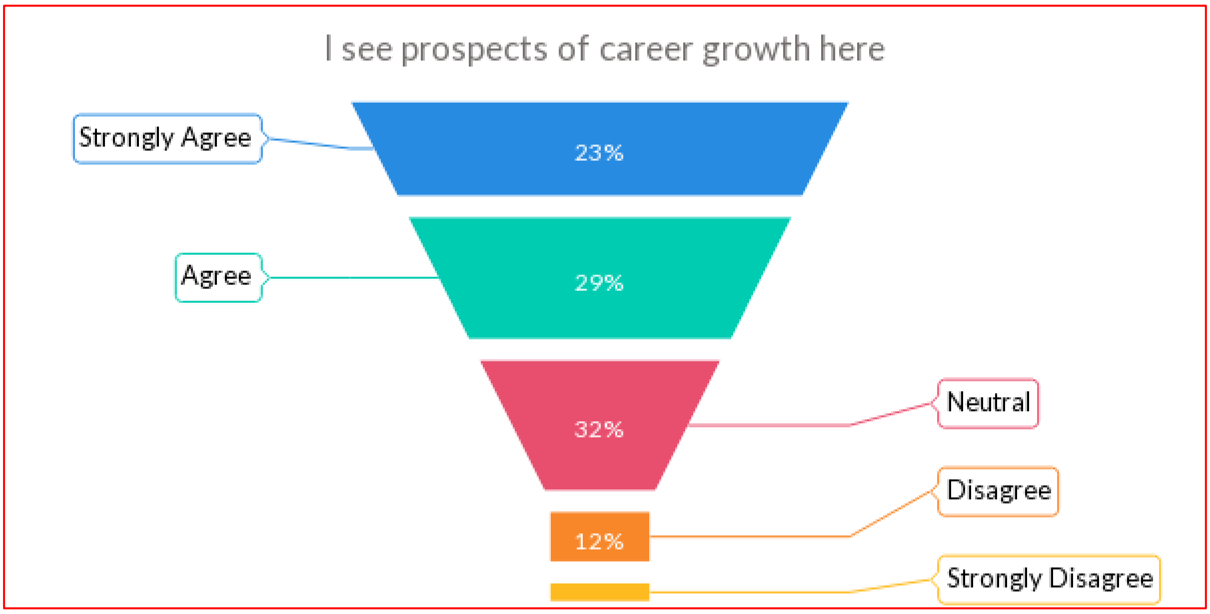

FIGURE 5.18: I SEE PROSPECTS FOR CAREER GROWTH HERE

Source: Own Construction

The data analysis shows that 23% of the respondents strongly agree with the assertion that they see prospects of career growth at Boomerang. An additional 29% also agree, bringing the total of those that agree to 52%. This is a huge percentage of those that agree compared to those that do not, whose total percentage is 16%, i.e., 12% for Disagree and 4% for those that Strongly Agree. Thirty-two per cent of the respondents then indicated neutrality to this statement. With these results, it can be generalized that the respondents believe that Boomerang can offer them a career that is more than just a job.

5.1.2.11 Statement 11: My efforts are recognised in the company.

Recognition is a form of employee motivation in which the company identifies and shows gratitude to employees who have actively contributed to the company's success. In an ideal company, motivation stems from employees' pride in their work. In this regard, if employees' efforts are recognised and duly rewarded, it becomes a motivator.

Response: The assertion was explicitly meant to assess whether there is a culture of recognizing, appreciating and rewarding efforts in the company. Recognition goes a long way in motivating employees. Therefore, this statement seeks to determine whether the agents feel their efforts are recognised. Figure 5.19 below shows the specifics of those respondents as stated.

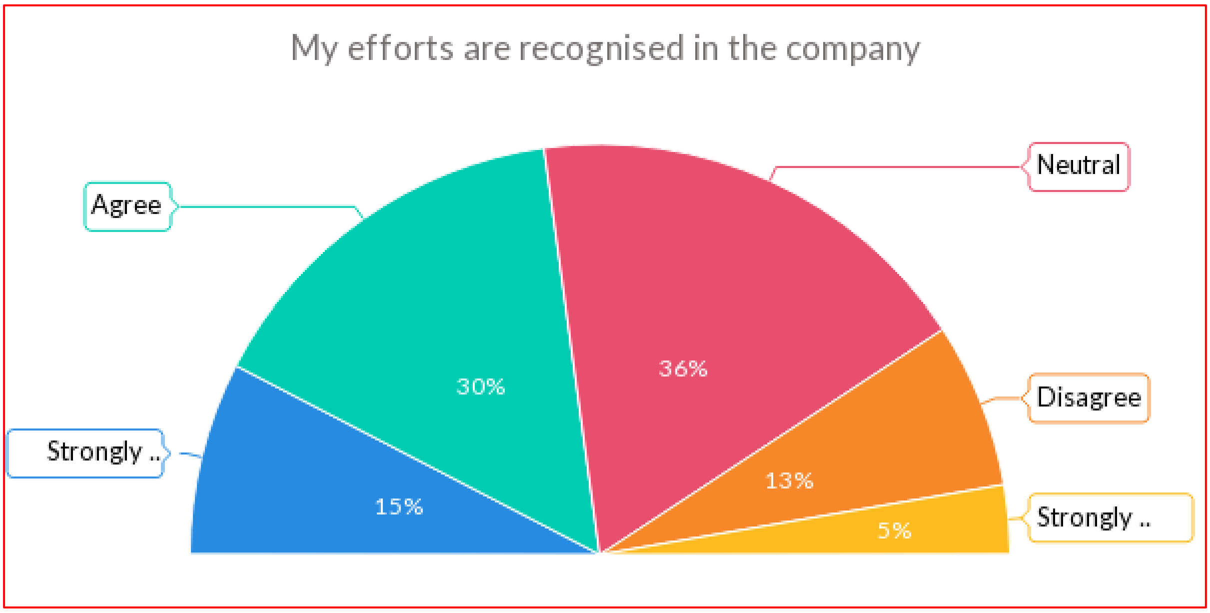

FIGURE 5.19: MY EFFORTS ARE RECOGNISED IN THE COMPANY

Source: Own Construction

A substantial number of the respondents totalling 45% (15% plus 30%), agreed with the notion that the company recognises their efforts. Another sizeable number indicated neutrality in this statement, meaning that there did not agree or disagree with the statement. A much smaller percentage of the respondents indicated that they disagree with this statement (13%), and then some strongly disagree, sitting at 5%. The results show that many respondents agree and acknowledge that their efforts are recognised in the company.

5.1.2.12 Statement 12: I see myself staying longer here.

The decision to stay at a company is a result of many factors. It could be growth potential, personal reasons, they are afraid of growth among the many. Therefore, it is important to establish whether the participants see themselves being at Boomerang for long. This helps see if the company's environment is conducive to long-term job stability.

Response: This statement aimed to determine how many respondents see themselves staying at Boomerang for long. “Long-term” is relative; hence the statement did not specify an exact period. The statement aims to determine if they see careers and job stability at the call centre. The results of the statement are shown below in Figure 5.20.

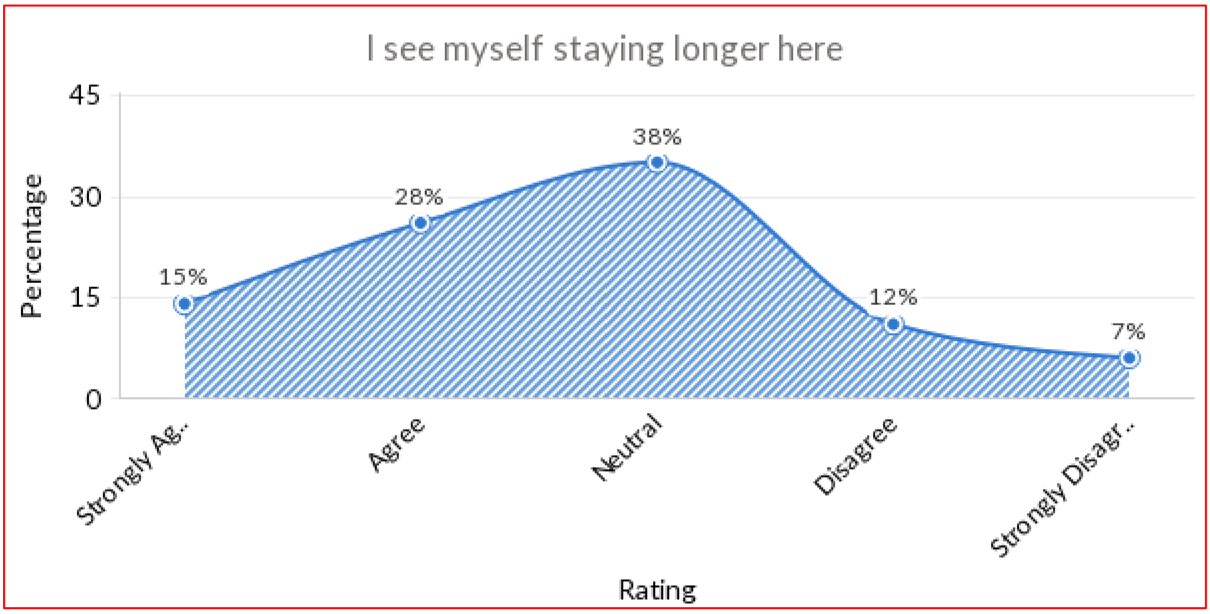

FIGURE 5.20: I SEE MYSELF STAYING LONGER HERE

Source: Own Construction

43% of the respondents (15% strongly agree and 28% agree) see themselves staying at Boomerang for long. When one sees themselves staying long at a company, it shows that there are opportunities for career growth, and this is supported by statement 10, where the assertion was to find out if the agents see career prospects being available at the company. Those who indicated neutral accounted for 38% of the respondents, while a low 19% (12% disagree and 7% strongly disagree) indicated those who do not see themselves staying at Boomerang for long. It could be they are at Boomerang as a stepping stone to other job prospects or any of the many reasons that can make them not stay long.

5.1.2.13 Statement 13: My manager is supportive of my role.

Employees are only as good as the support they get from their managers. Some of the respondents in this research sample are straight out of high school, know little about working, and need to be mentored to understand the concept of working and doing their job correctly. It is essential to evaluate their managers' support and the environment that allows agents, especially the young ones, to thrive. Even the experienced agents still need support from their managers so that they can thrive and grow in their career.

Response: The purpose of this statement was to evaluate the level of support agents get from their managers. This evaluation shows in the work output and conduct.

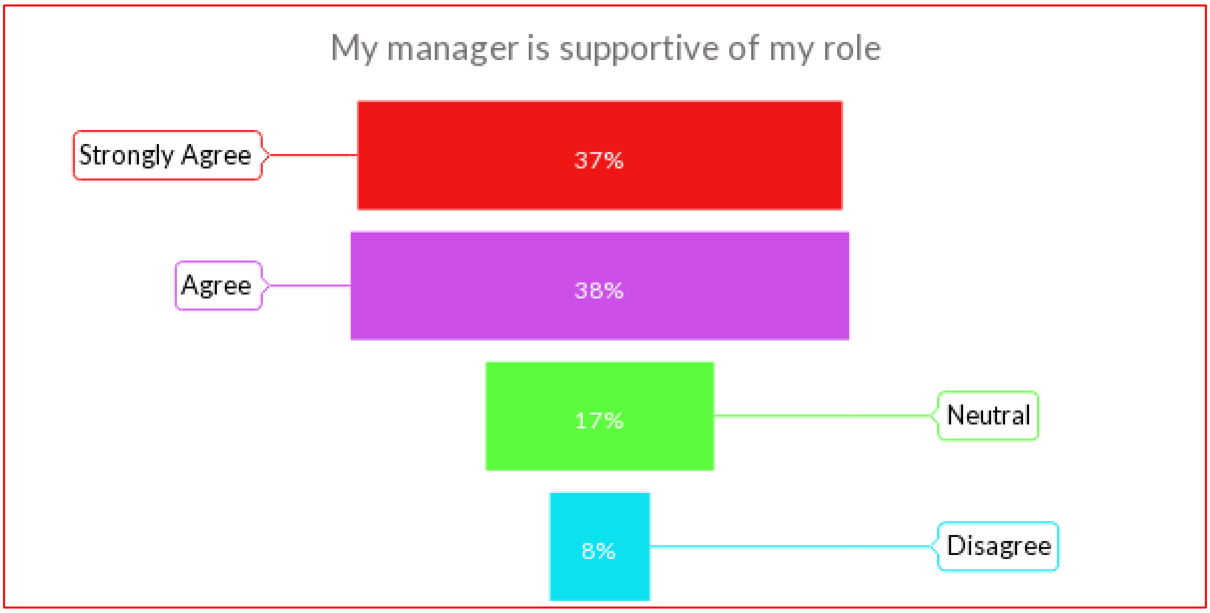

FIGURE 5.21: MY MANAGER IS SUPPORTIVE OF MY ROLE

Source: Own Construction

The responses to this statement indicate that operational managers at Boomerang are very supportive of their agents in their roles. This is clearly shown by 75% of respondents who strongly agree (37%) and 38% agree. This is more than nine times what those who disagree indicated, as they are only 8%. Moreover, 17% of the respondents did not even show which side they preferred; hence they are neutral.

5.1.2.14 Statement 14: There is a clear line of authority (I know to whom I report)

Reporting lines in a business are important; if they are not clearly defined, it causes confusion. An employee must know whom they report to, even if departments overlay.

Response: The premise is to determine if agents know whom to go to for any issues. A common problem in a call centre setup is that there is a campaign manager or head of campaign, an assistant campaign manager, team leader and shift leader. When this is the set-up, there is usually confusion or misunderstanding of whom to approach with specific issues; hence this statement sought to find out if there are clear reporting lines.

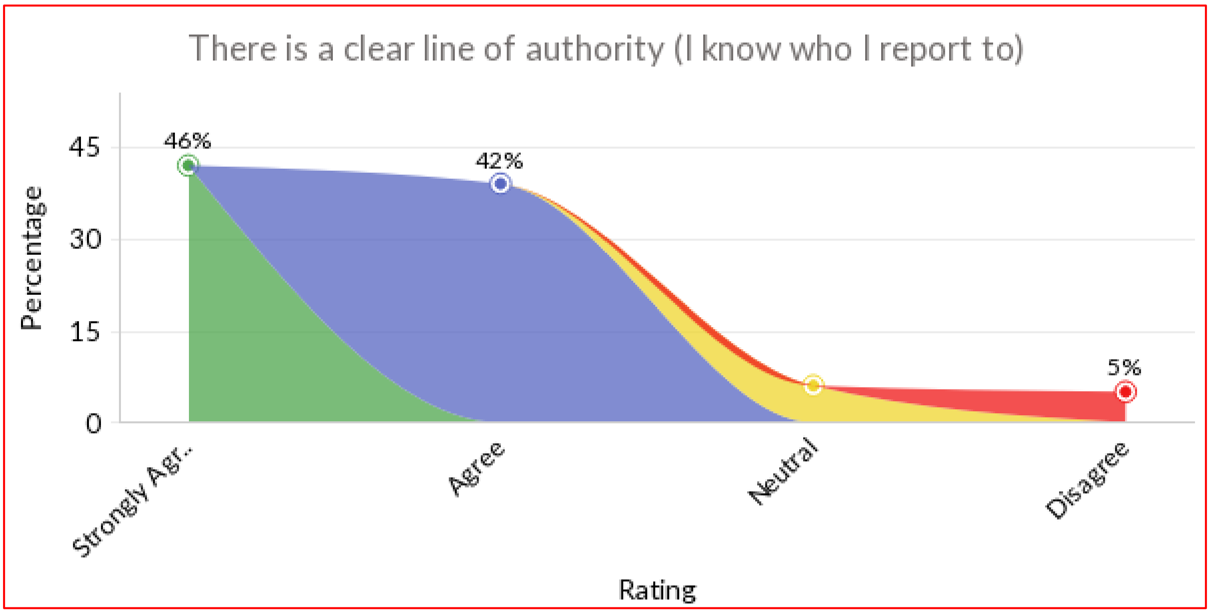

FIGURE 5.22: THERE IS A CLEAR LINE OF AUTHORITY (I KNOW TO WHOM I REPORT)

Source: Own Construction

The majority of 69% of respondents strongly agreed and agreed (46% and 42%, respectively) that they know to whom they report. Surprisingly there was a 7% response that indicated neutrality. One would think they either know or do not. Then there was the smallest percentage of 5% that disagreed that there is a clear line of authority.

5.1.2.15 Statement 15: Management is happy with my job output.

The objective of this question was to find out if management is happy with how productive the respondents are. Productivity is key in a business. If management is not happy with the output, measures must be taken, which can be further training or, in the case of abysmal output, dismissal of the agent. On the other hand, if management is happy with the output, it is a sign that things are going well on the operations floor.

Response: A sizeable percentage of 32% of the respondents strongly agree that their managers are happy with their output. This is further supported by 38% who agree, bringing the total to 70%. This is in stark contrast to those who do not agree—3% (2% disagree, and 1% strongly disagree). In addition, quite a sizeable percentage of 27% indicated neutrality in this assertion. Having many people neutral is a sign of one of two main things, either they do not know if management is happy (communication lacking), or they just do not care whether they are happy or not. The response to this attribute is given below in Figure 5.23.

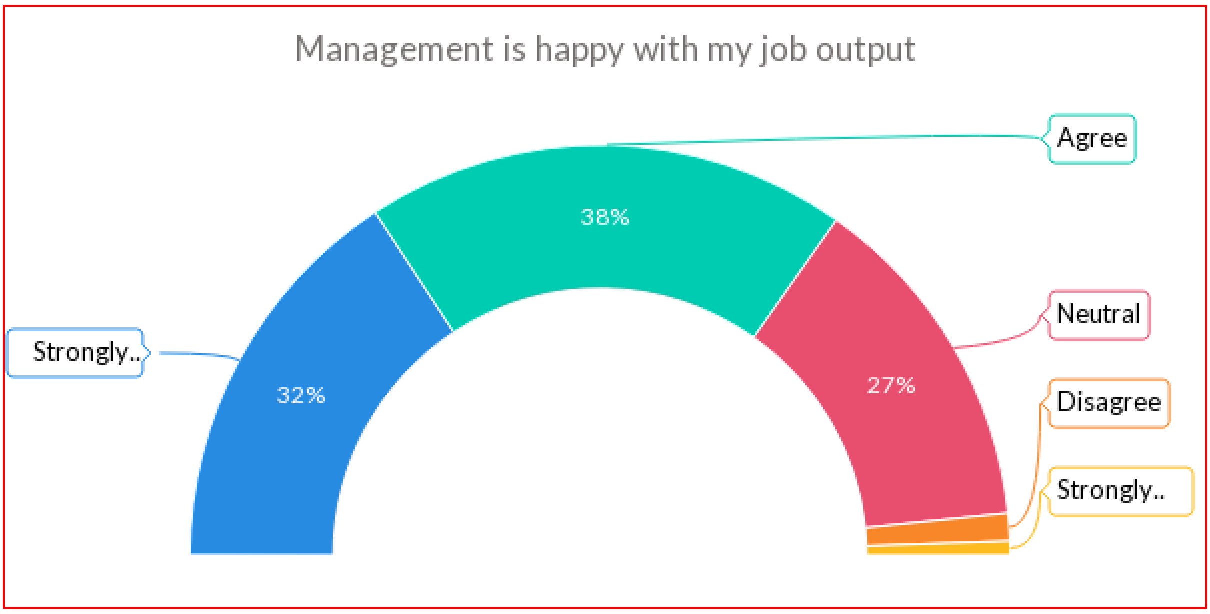

FIGURE 5.23: MANAGEMENT IS HAPPY WITH MY JOB OUTPUT

Source: Own Construction

Quite a sizeable percentage of 27% indicated neutrality in this assertion. Having many people in neutral indicates one of two main things: either they do not know if management is happy (communication lacking), or they just do not care whether they are happy or not.

5.1.2.16 Statement 16: Management is supportive of my personal development

Personal development is vital in building a career; as such, it is essential for management to value that and create an environment that promotes continuous development. The crux of this question was to establish from the respondents if management is being supportive of their personal development. This can be further training or presenting promotional opportunities within the business.

Response: There must be an investment in and acknowledgement of the team and its members. This demonstrates the organization's progress, and it shows in the team's performance. In addition, it encourages others to work harder and be more creative. The responses to this assertion appear in the following Figure 5.24.

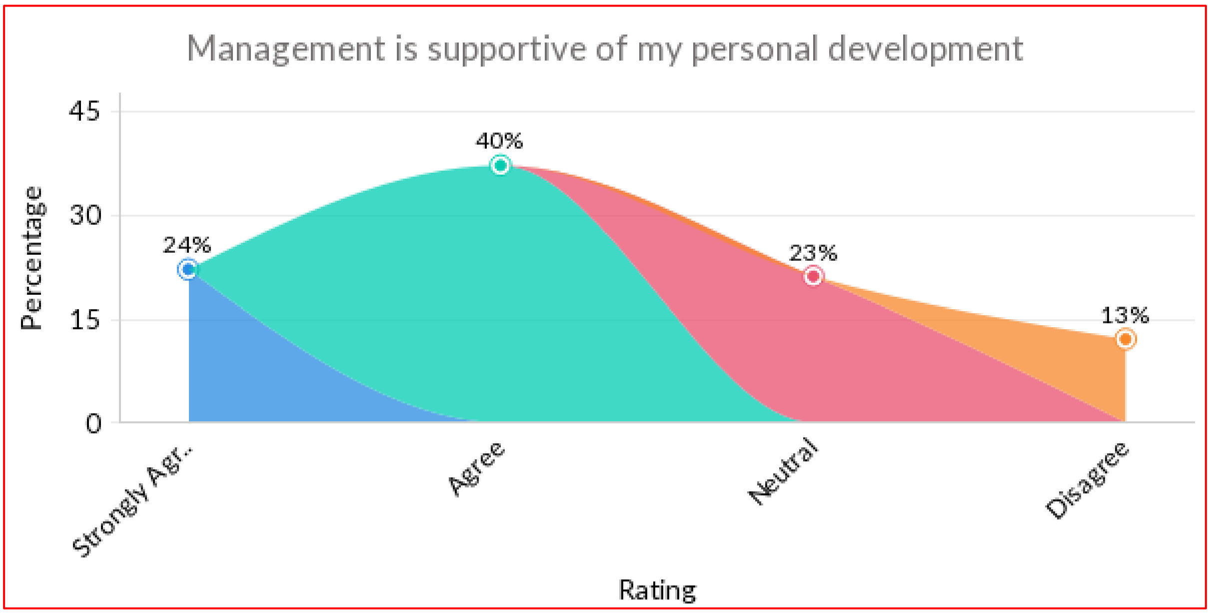

FIGURE 5.24: MANAGEMENT IS SUPPORTIVE OF MY PERSONAL DEVELOPMENT

Source: Own Construction

24% of the respondents strongly agree that management supports their personal development. This is further agreed upon by a hefty 40% of the respondents who indicate that management also supports their personal development. On the other hand, 23% indicated neutrality in this assertion, and 13% feel management is not supporting their personal development.

5.1.2.17 Statement 17: Management gives me constructive feedback

Feedback is an integral part of growth in the workspace. Praise, discipline, and constructive criticism all form part of feedback that is important in moulding an employee to being a better person both personally and professionally.

Response: As part of career and character development within the workspace, it is important to hear, understand and acknowledge what managers say about their subordinates, especially if it concerns their development. This statement was aimed at assessing how and if managers give constructive feedback that allows their agents to perform better.

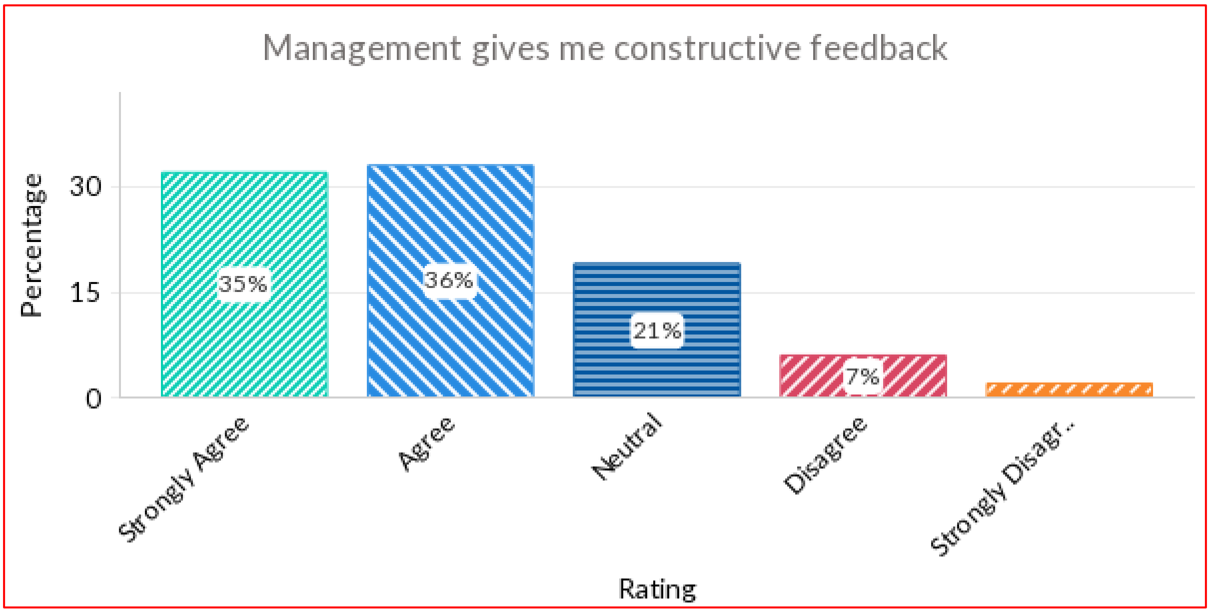

FIGURE 5.25: CONSTRUCTIVE FEEDBACK

Source: Own Construction

Many (71%) respondents agree with this stance and firmly agree that managers give them constructive feedback. However, 21% of the respondents were unsure of their response. Those who disagreed were few (7%), and those that strongly disagreed were just 2%, bringing the total to 9% of those who disagreed. Executing this correctly will work as motivation and add to the many reasons employees would want to stay. Positive energy and constructive criticism promote growth and satisfaction.

5.1.2.18 Statement 18: I have a good relationship with my manager.

Further to the statement above about getting feedback from managers, having a good relationship with your manager is key. This is fundamental to good working relations and enjoying the work environment. A good relationship spans many elements, but tolerance and understanding are crucial. For example, certain individuals are slow but meticulous while others are fast and meticulous. However, some are the opposite and may take longer to grasp concepts. Furthermore, there are other factors such as background and experience. This understanding forms the bedrock of a good relationship with the manager.

Response: This statement seeks to understand the respondents' attitude towards their managers and if they have a good relationship with them. Figure 5.26 below gives the findings of the statement.

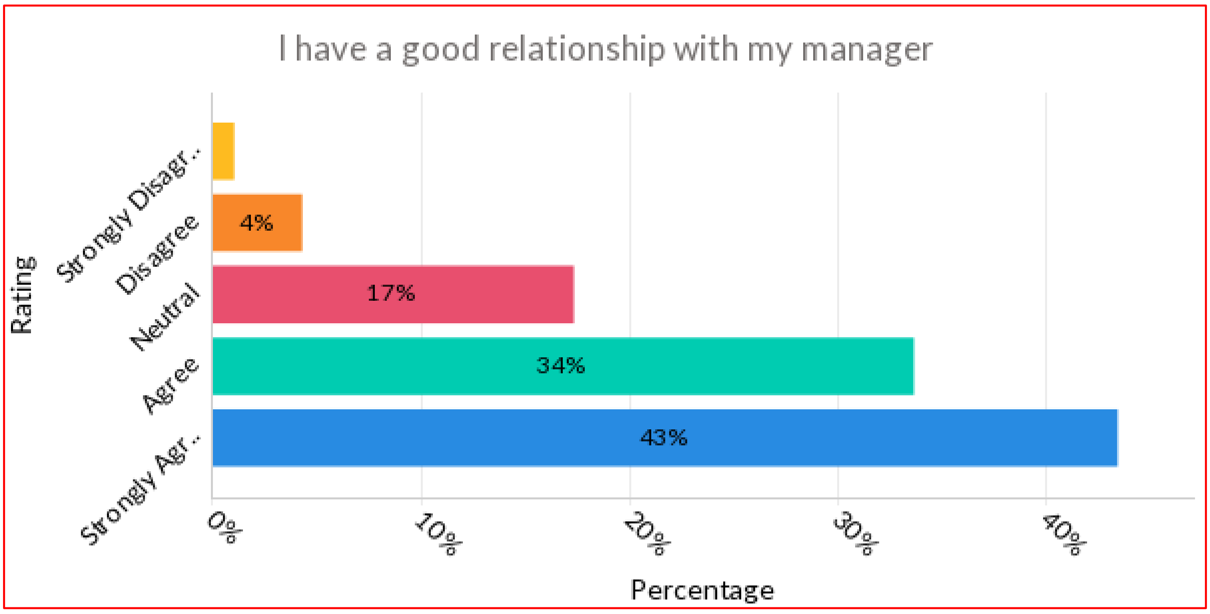

FIGURE 5.26: GOOD RELATIONSHIP WITH MY MANAGER

Source: Own Construction

As anticipated, 5% disagree with the statement (1% strongly disagree and 4% disagree), meaning they do not have a good relationship with their managers. However, the sum of those who agree (34%) and strongly agree (43%) is significant when compared to those who remain uncertain (17%) as well as those who disagree (6%). Therefore, the results indicate that the agents have good relations with their managers.

5.1.2.19 Statement 19: There is open communication between my manager and me.

Communication is the basis of any existence with other people, and in the context of this research, agent and manager relationship is important. It makes assigning tasks, instructions, and getting feedback easier. Therefore, a good manager should be approachable.

Response: The general response to this assertion is that the respondents get along well with their managers, and there are open communication channels. Diagrammatically, the views of the respondents are shown in Figure 5.27 below:

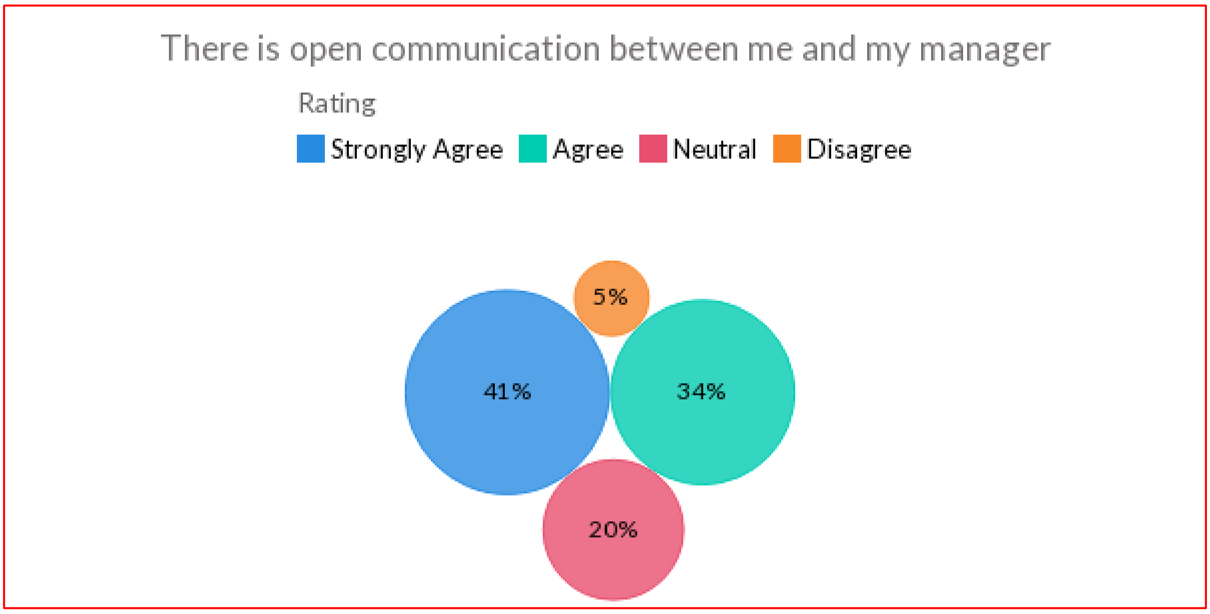

FIGURE 5.27: THERE IS OPEN COMMUNICATION BETWEEN ME AND MY MANAGER

Source: Own Construction

75% of the respondents (comprising 41% of those who strongly agree and 34% who agree) indicated open communication between them and their managers. As per the previous charts, there is a sizeable number of those that are neutral. The reasons for this can be many. The percentage of those that agree in total (75%) is fifteen times more than those that disagree, that is a small 5%. It can be generalized that there is an environment that fosters open communication within the company, and this is a good thing.

5.1.2.20 Statement 20: I am happy with the training I have been given for my job

The objective of this statement was to establish if management takes time to properly train and equip their new employees before deploying them on the operations floor. Training is essential, and when done right, it yields positive results.

Response: as indicated in the previous statement, training is imperative if an agent is to know what to do. It should be done only once but at certain intervals so that knowledge remains relevant. The success and quality of the business offering depend heavily on the knowledge of those dispensing the service. The responses to this assertion are illustrated in Figure 5.28 below.

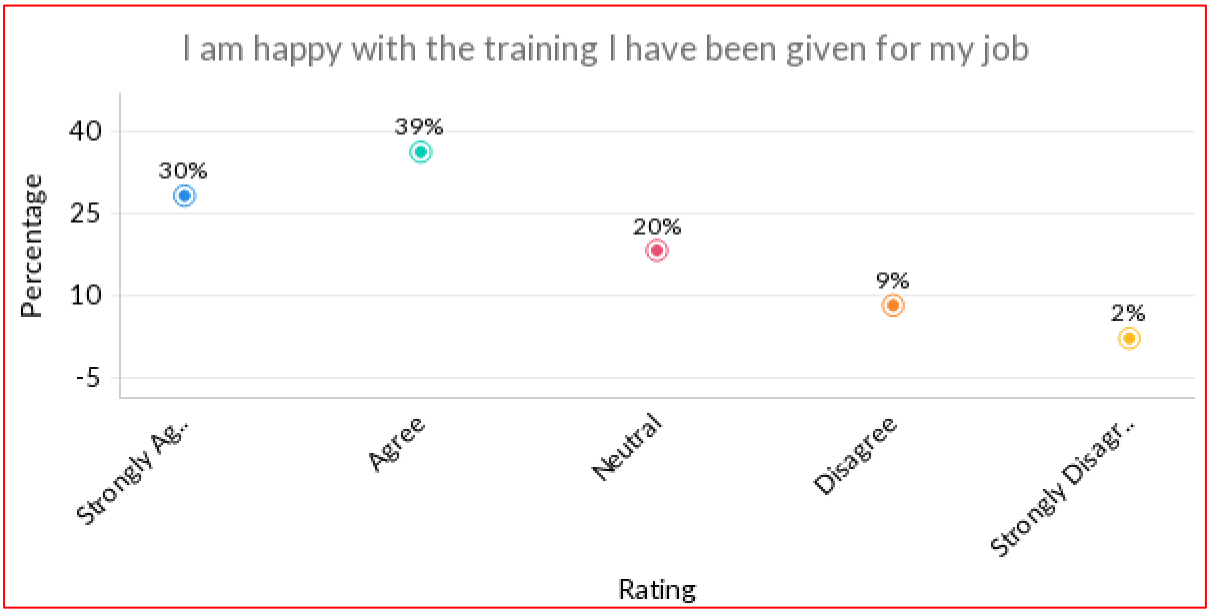

FIGURE 5.28: I AM HAPPY WITH THE TRAINING I HAVE BEEN GIVEN FOR MY JOB

Source: Own Construction

69% of the respondents collectively (strongly disagree 30% and disagree 39%) believe they are happy with the training they were given for the job. However, 20% of the respondents were neutral to this statement, and a collective 11% (9% disagree and 2% strongly disagree) do not feel happy with the training they were given or are being given. Therefore, it can be generalized that there is a good amount of training being offered at the company though there is more room to train and upskill those in neutral and disagreeing to agree in future should the same statement or question be posed.

5.1.2.21 Statement 21: Training material is always up to date.

Relevance and competitiveness in any industry rest on being up to date with trends and demands. That said, the objective of this question was to determine if the respondents felt that their training material was up to date and relevant. They deal with people daily, and their needs and wants change and the agent must make sure that they are well trained to deal with those requests. Irrelevant and outdated training material only exposes the business to below-quality output overall.

Response: training and upskilling material are necessary. As indicated earlier and as shown below in Figure 5.29, a quarter of the respondents (25%) strongly indicated that training material is relevant and up to date. They are further supported by 27% who agree to bring the total of those respondents agreeing to 52%. That is more than half of the respondents.

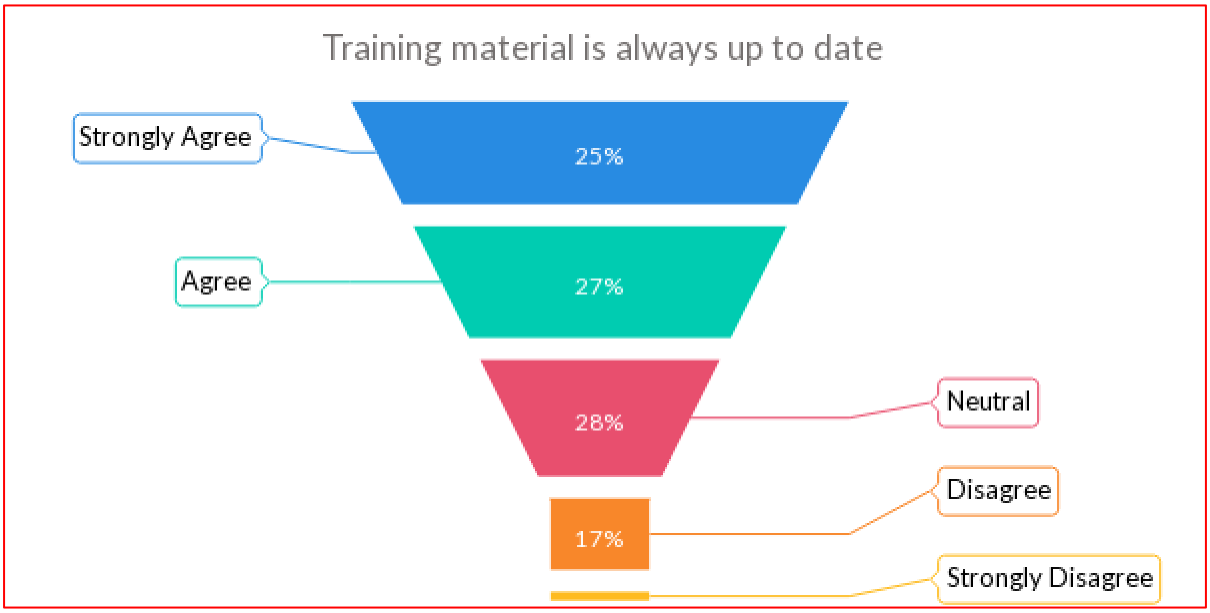

FIGURE 5.29: TRAINING MATERIAL IS ALWAYS UP TO DATE

Source: Own Construction

28% indicated neutrality in this statement, meaning that they are ambivalent regarding the relevancy of the training material. A collective total of 19% disagree with this statement (17% disagree and 2% strongly disagree). So, by looking at this once can conclude that training material is just above adequately up to date for relevance. However, the training material's relevance needs to be reviewed to increase the number of those that consider it relevant.

5.1.2.22 Statement 22: I need more training to do my job.

Response: The overall response to this question indicated that the agents do not need additional training to do their job. This shows that the initial training to orientate them was done correctly, and they have mastered their skills over the duration of their employment. Like many of the questions, the high number of neutral respondents is of concern. This needs to be addressed, and recommendations for this persistent issue will be addressed in the next chapter. Figure 5.30 illustrates the results of this assertion in detail.

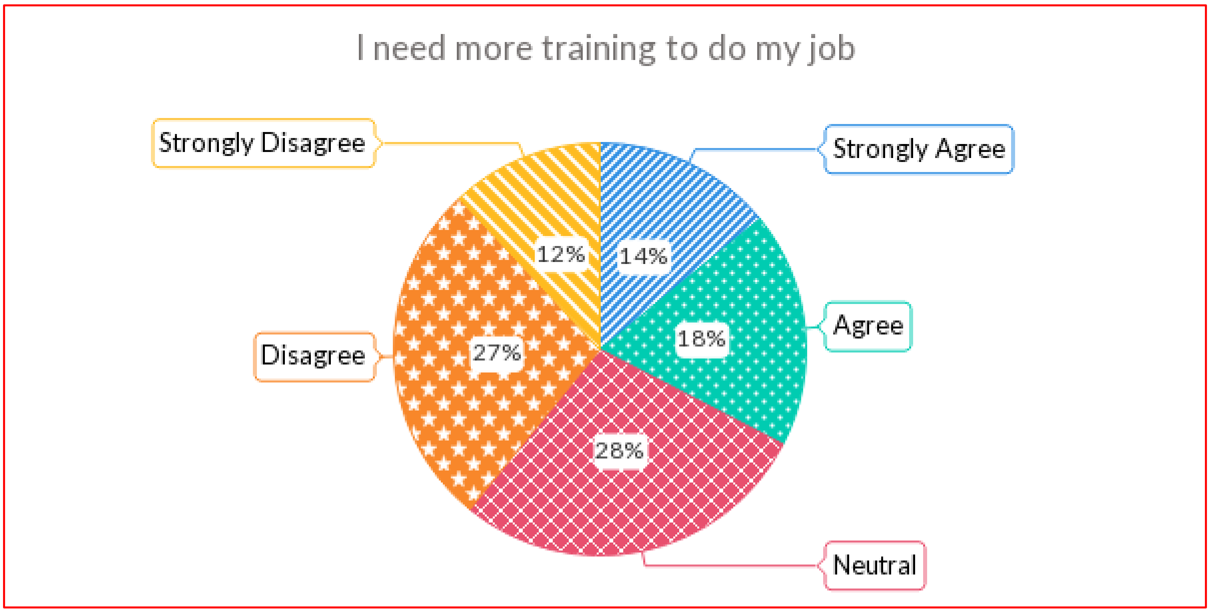

FIGURE 5.30: I NEED MORE TRAINING TO DO MY JOB.

Source: Own Construction

The results in Figure 5.30 reveal that 39% disagree and strongly disagree (12% strongly disagree and 27% disagree) that there is need for additional training for their job, although 28% remain undecided concerning that assertion. A combined total of 32% (18% agree and 14% strongly agree) indicated the need for additional training for their roles.

5.1.2.23 Statement 23: I am not happy with the training/I am undertrained

This assertion was made to determine the satisfaction levels of the training. There is a direct correlation between training and productivity. The better the training, the higher the productivity. As closely related to the last two assertions, satisfaction with the training emanates from up-to-date material, effective delivery of the training and the productivity levels that show and having few numbers of individuals that require additional training.

Response: The number of training workshops or requests for additional training or productivity levels that indicate the need for such is a key representation of the training requirements to boost output. The responses to this statement are shown in Figure 5.31 below.

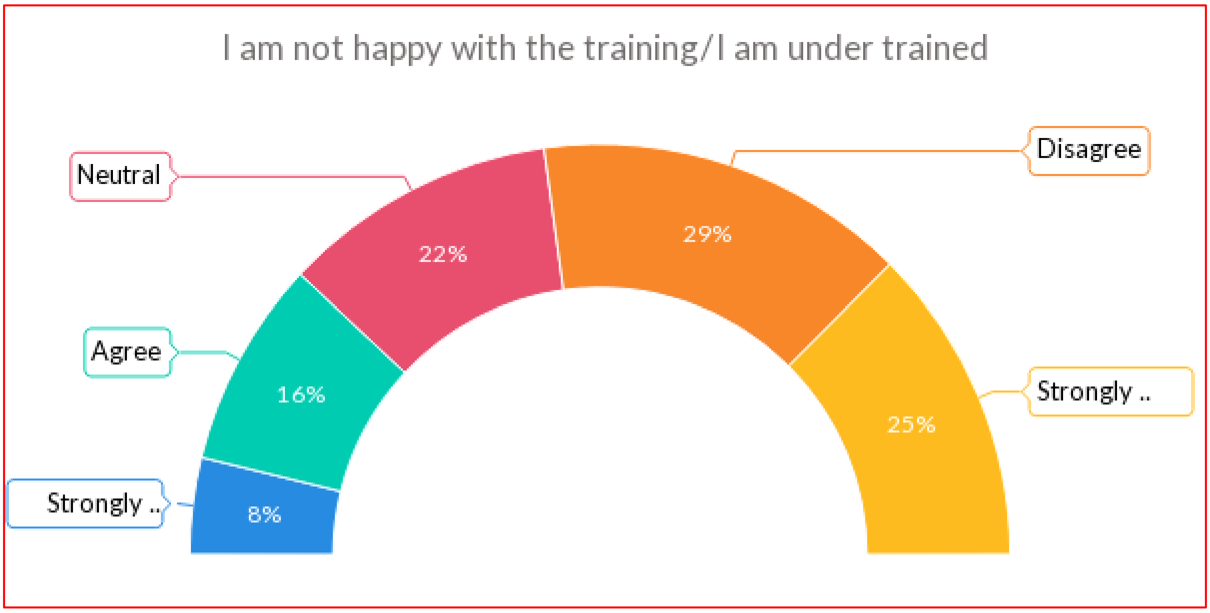

Figure 5.31: I am not happy with the training/I am undertrained

Source: Own Construction

The results in Figure 5.31 indicate that 54% of the respondents (25% strongly disagree and 29% disagree) disagreed that they are undertrained. In other words, they are satisfied with their training and hence are effective in their jobs. 24% of them agreed that they are undertrained, and hence this might mean more training is required for those individuals 22% of the respondents were neutral to this assertion. Based on the results, it can be generalized that most of the respondents do not need additional training as they are adequately trained and are effective in their jobs.

5.1.2.24 Statement 24: Management always provides training when needed.

On a need basis, training material should always be available in a company for the employees to keep polishing themselves up. Apart from that, there should be available resources, i.e., trainers or mentors, to assist the individuals that need them. In the absence of that, then it affects productivity and motivation. This statement sought to establish if management always avails training when needed or if the agents must struggle to be upskilled; whether it is to get trainers or material.

Response: It is management's responsibility to ensure that employees are adequately skilled. This not only is an obligation from their side, but the correlation between training and output should, on its own, push them to keep the agents up to date, as this reflects in their output. Furthermore, call centre business is tricky because agents deal with people and besides people management and being courteous, there is a need to have product knowledge, which frequently changes from the client's side as they always strive to keep up with customer demands. As such, this should then be imparted to the agents to enable them to do their jobs effectively. The findings obtained are given in Figure 5.32 below.

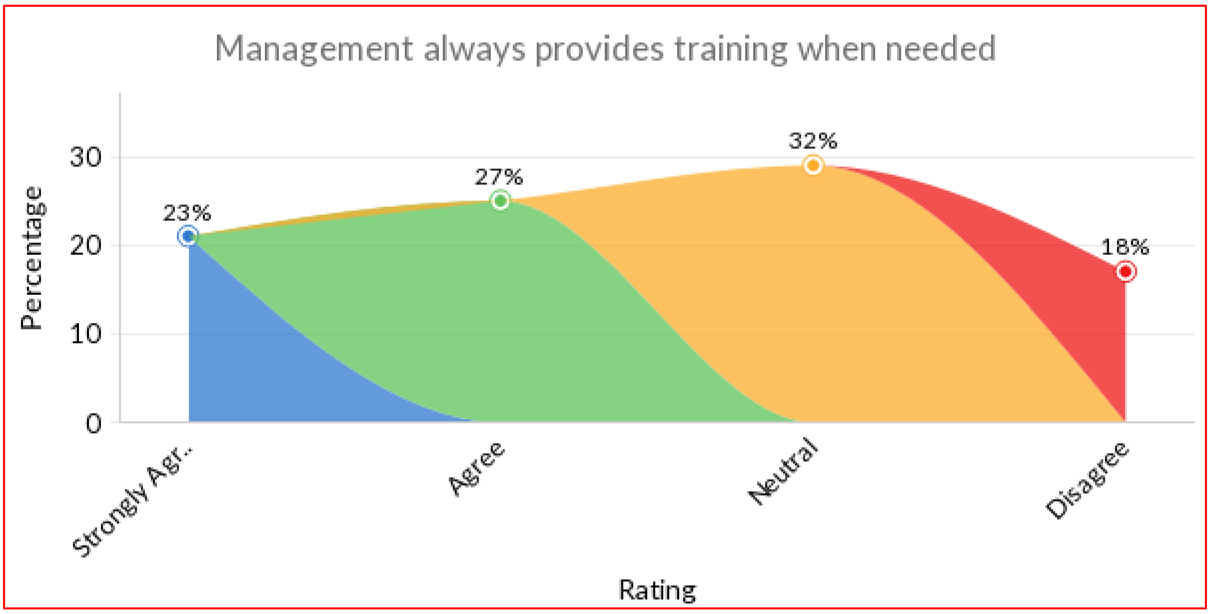

FIGURE 5.32: MANAGEMENT ALWAYS PROVIDES TRAINING WHEN NEEDED

Source: Own Construction

Figure 5.32 shows that 50% of participants (23% strongly agree and 27% agree) agree that management provides training when needed, which is a good thing. The most significant percentage of responses to this statement was neutral value; in other words, they neither agreed nor disagreed with this assertion. Only 18% of the respondents indicated that they disagreed with this statement. Based on the results, the management does indeed provide training when needed. As indicated earlier, this is attributed to the 50% of the respondents who agree with this statement.

5.1.2.25 Statement 25: The training I had was in line with my job description.

Response: In as much as training is essential, the material's relevance is also important. Some training material might be for the application, procedure, or system, but the question that emanates from this is, "Is the material relevant to the job description?". One can be trained on different software or applications only to be changed later down the line, which confuses the agent. This statement sought to establish the relevance of the training, or the agents were figuratively thrown into the deep end. Figure 5.33 illustrates the responses.

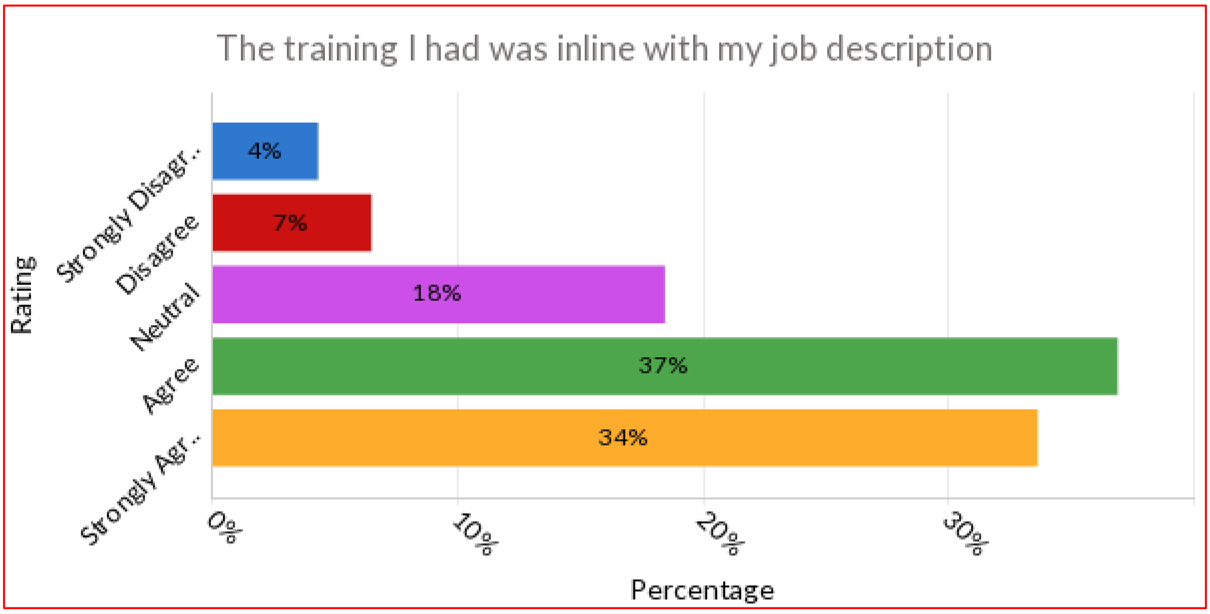

FIGURE 5.33: I AM NOT ALLOWED TO DECIDE ON HOW A PROJECT SHOULD BE MANAGED

Source: Own Construction

According to Figure 5.33, 79% of the respondents (34% strongly agree and 37% agree) agree that the training aligns with the job they are currently doing. Additionally, 18% of the respondents were neutral, more than those who disagree, 11% (4% strongly disagree and 7% disagree).

5.1.2.26 Statement 26: My workload is adequate

Workload is one of the crucial things in a business where managers need to strike a balance. If the employee has too much work and less capacity, they get frustrated, but if they have very little work, redundancy settles in, creating boredom. Besides, not having much work is an expense to any organization. Each person employed by the company should have some output of some sort that will bring value to the organization.

Response: To build proper capacity utilization in an organization, it is important to have an equal distribution of tasks and resources among workers. This statement sought to establish one of two things: whether the workers are overloaded with work, or they have very little to none that they get bored and feel redundant. Figure 5.34 below shows the responses to this statement.

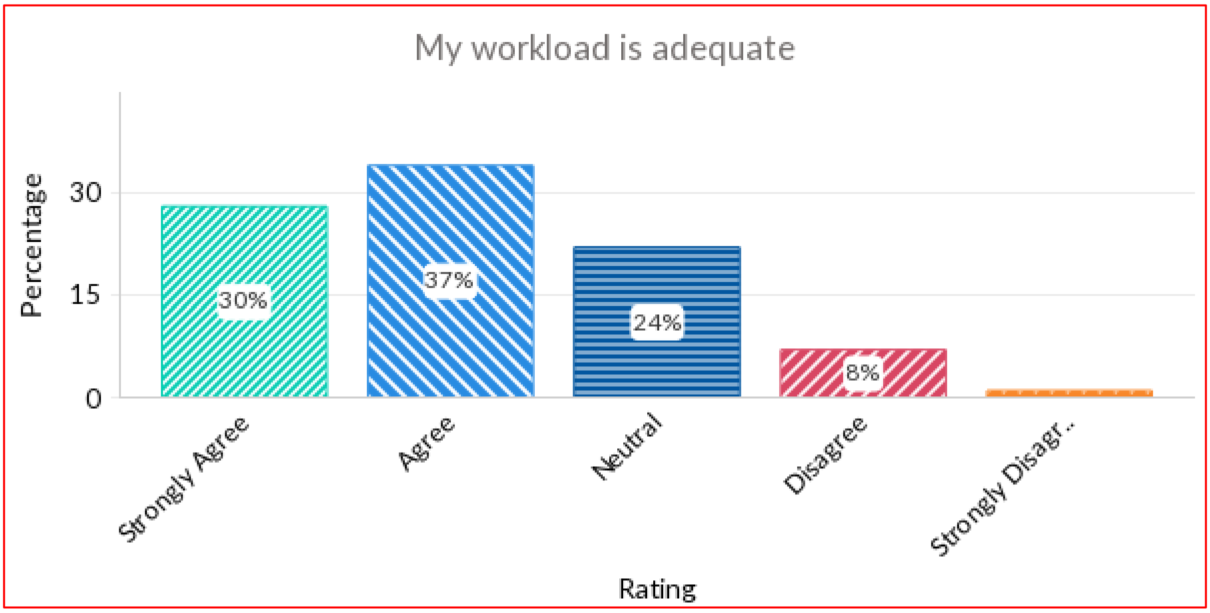

FIGURE 5.34: MY WORKLOAD IS ADEQUATE

Source: Own Construction

According to Figure 5.34, 67% of the respondents strongly agree that their workload is adequate and that they are managing (30% strongly agree and 37% agree). Twenty-four per cent of the respondents were neutral to this statement. However, a small, combined total of 9% of respondents do not agree with this notion, indicating that their workload is inadequate (8% disagree and 1% strongly disagree). Because of these results, it is apparent that the workload distribution is adequate, which is a good sign of effective workload management from the agents' managers.

5.1.2.27 Statement 27: My job stresses me.

The social exchange theory, as indicated in Chapter 3 of this research, states that some conditions and situations in the workplace evoke strong feelings of inequity or unfairness, and it is the duty of management to seek a balance in the workplace. Employees want their reward to be commensurate with what they have put in; otherwise, if there is an imbalance, stress and dissatisfaction settle in.

Response: Managers are obligated to create an environment that stimulates creativity and less stress. As indicated earlier in reference to the Social Exchange Theory, managers need to know how to keep job stress levels down, and this can be done in several ways, i.e., motivation and incentives. All the participants' responses are shown in Figure 5.35 below.

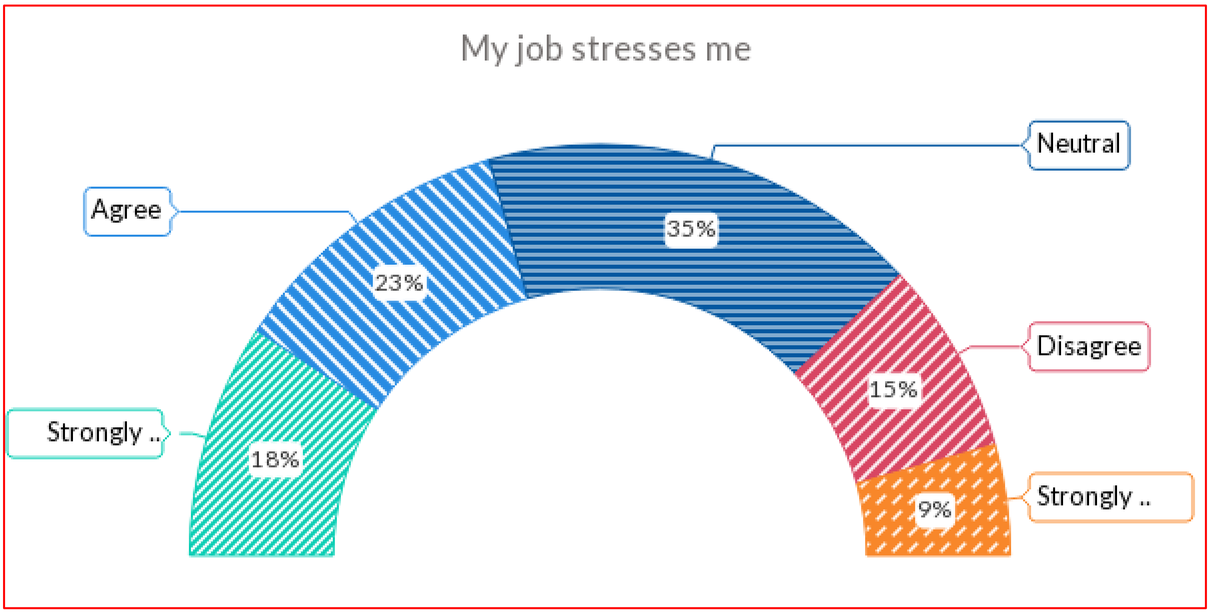

FIGURE 5.35: MY JOB STRESSES ME

Source: Own Construction

According to the results in Figure 5.35, 24% of the respondents seem to disagree (15% disagree and 9% strongly disagree) with the statement, meaning they are less stressed and are managing on the job. On the other hand, 35% of the respondents remained neutral, as they were undecided about the statement. 41% of the respondents agree or strongly agree (23% agree and 18% strongly agree) with the statement that their job stresses them. From this, it can be generalized that many participants are stressed from their job.

5.1.2.28 Statement 28: I am fully aware of what I need to do in my job.

This statement reflects managers' ability to communicate tasks and instructions effectively to their subordinates. In any organization, communication is essential, and this can be in three forms:

- Top – Down
- Down - Top
- Across colleagues, teams, and other business units

Based on this, the execution of the agents' jobs also depends on what instruction they have been given. Leaving agents or employees without instructions or guidelines on what is expected of them is a recipe for disaster.

Response: Effectively managing a team is a critical aspect, but the participation of team members is another aspect of successful leadership. The project team members want to be well supported, informed, and appreciated. Therefore, engaging the team members in the project enhances project performance. Figure 5.36 below displays all participants' responses.

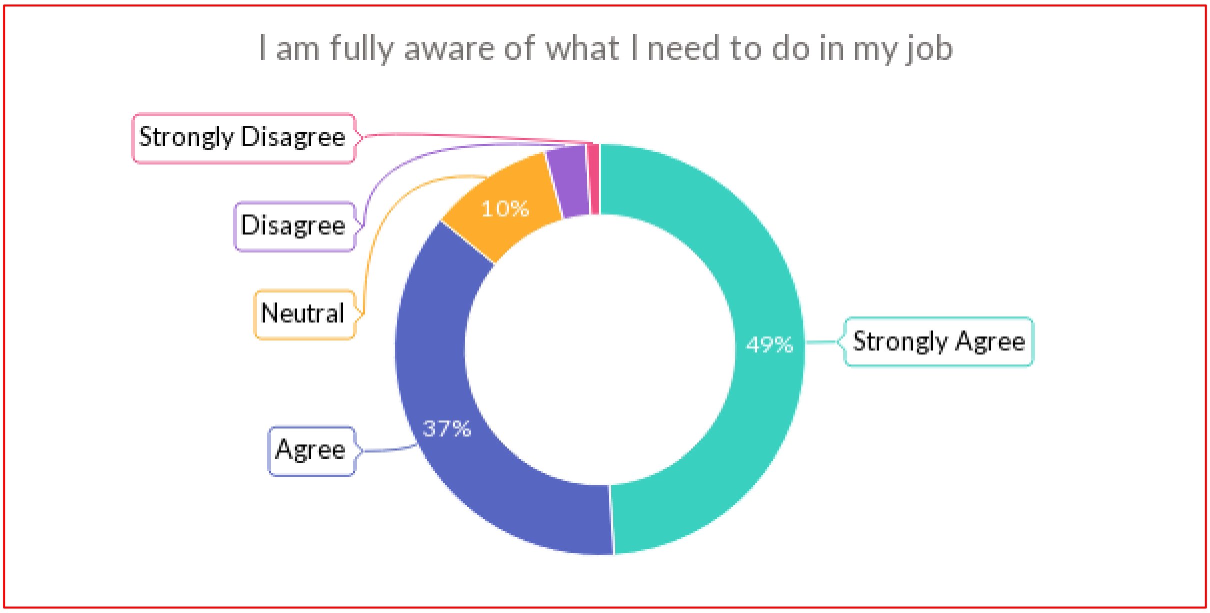

FIGURE 5.36: I AM FULLY AWARE OF WHAT I NEED TO DO IN MY JOB

Source: Own Construction

64% of the respondents (43% agreed and 21% strongly agreed) believe that their project leader engages them in the project activities and deliverables. 27% of the responses were neutral, while 9% of the respondents apparently disagree or strongly disagree (7% disagree and 2% strongly disagree) with the statement, which implies that their project leader does not engage with them in project activities. It can be generalized that project leaders should engage team members to improve project efficiency and achieve project goals effectively.

5.1.2.29 Statement 29: My workload is too much

Effective capacity utilization within the workspace entails allocating jobs and tasks effectively based on experience and the ability to undertake them with little to no problem. However, as indicated earlier, the majority of the agents at this call centre are still relatively young, they may not possess the necessary experience to handle complex tasks or demanding customers, and in the end, they may feel overwhelmed. In addition, this is where support from management comes in to nurture them and ensure they grow their careers.

Response: The crux of this statement was to determine if the agents feel overwhelmed with their jobs and if management is effectively allocating tasks to them. The premise was that some agents feel they do too much and others too little. One can easily tell if their colleagues have little to no work; hence it is essential to establish this as it will help management to distribute tasks effectively and have effective capacity utilization. The findings obtained are given in Figure 5.37 below.

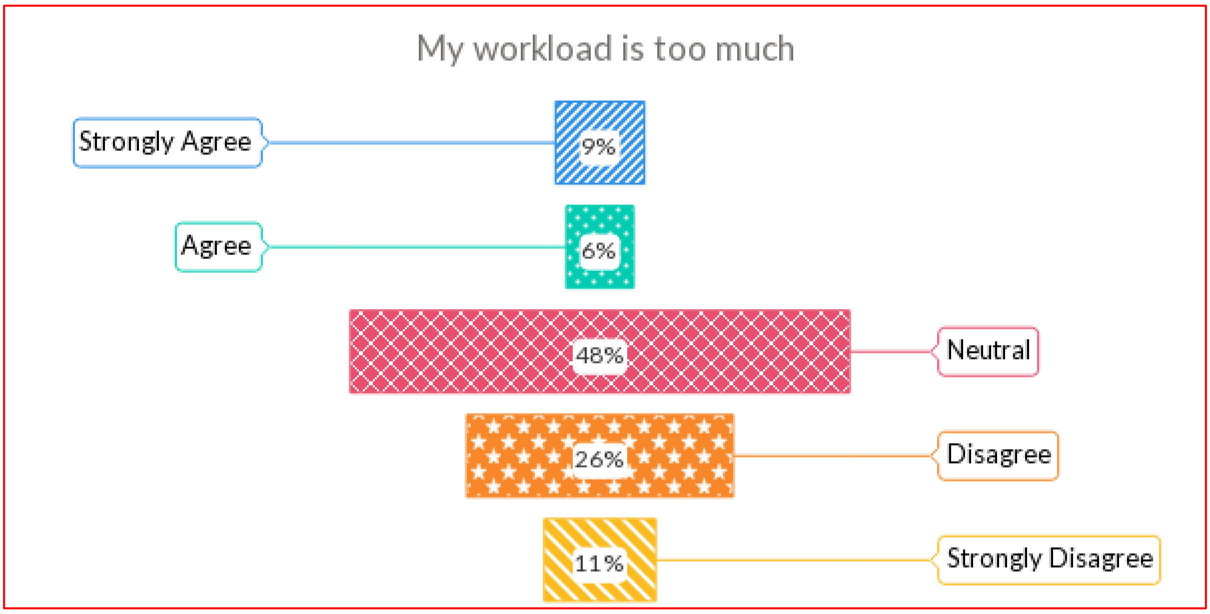

FIGURE 5.37: MANAGEMENT ALWAYS PROVIDES TRAINING WHEN NEEDED

Source: Own Construction

Figure 5.37 shows that 15% of participants (9% strongly agree and 6% agree) agree that their workload is too much, and they are buckling under the pressure. The most significant percentage response to this statement was the neutral value that was represented by 48% of the participants; in other words, neither agreed nor disagreed with this assertion, a very concerning figure. Only 37% disagreed with this statement (26% disagreed and 11% strongly disagreed). Based on the results, the participants neither agree nor disagree with the statement.

5.1.2.30 Statement 30: I do things outside my job description.

In most cases, an unorganised company tends to shift employees across functional campaigns because of the ill-planning of human resources. This makes managers shift employees to cover for those shortfalls. Also, other managers tend to place other tasks on agents they were not informed of, which is ineffective workforce planning.

Responses: This statement aims to evaluate whether agents have been sticking to their job description or whether management is dishonest enough to have them conduct “any other duties as assigned”. Figure 5.38 below shows the response to the assertion.

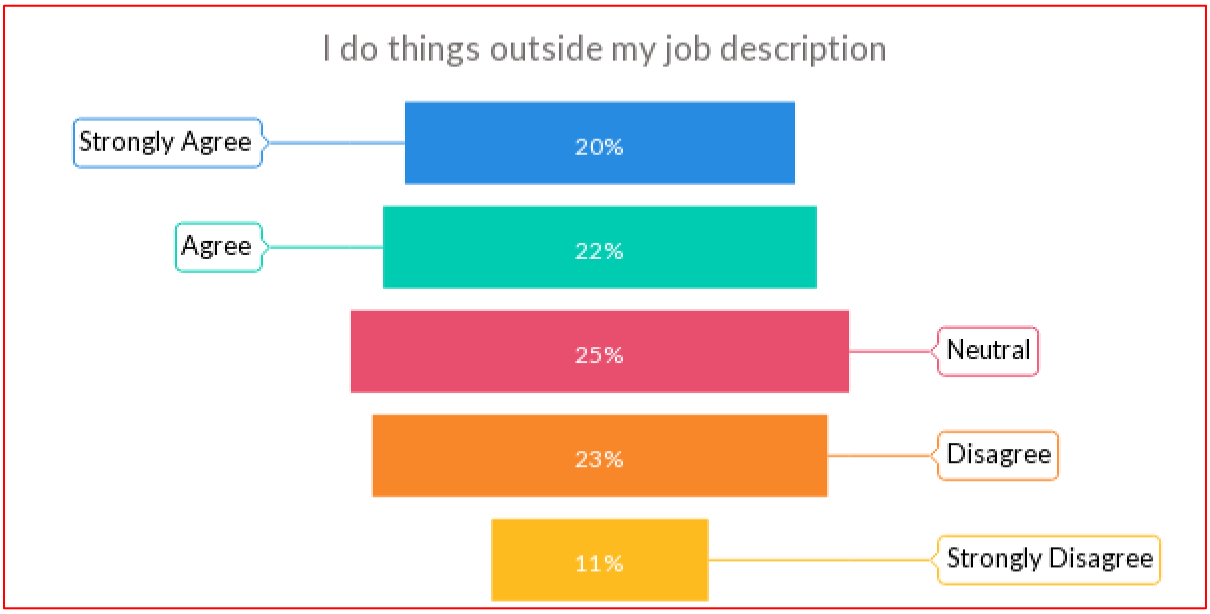

FIGURE 5.38: I DO THINGS OUTSIDE MY JOB DESCRIPTION

Source: Own Construction

The overwhelming majority, 42% (22% agree and 20% strongly agree) of the respondents agree or strongly with the statement that they do tasks outside their job description. A considerable percentage of the responses, 25%, were neutral to this statement. 23% of the respondents disagreed, while a further 11% strongly disagreed. The results are a bit concerning as it shows that a more significant percentage of the respondents do tasks, they were not trained or described to do. It can be generalized that management is not precise in their job descriptions to the agents, and as such, they tend to have them do other tasks outside their scope.

5.1.3 Statement 31: I have adequate tools for my job

Besides communication, motivation, and other items, it is important to have the right tools for the job. In the case of this call centre, one would need a functioning headset, computer, mouse and the appropriate software and internet connection. The absence of these makes the work environment a struggle, and agents will not be able to do their job effectively. On the other hand, the presence of all the tools mentioned above makes work enjoyable and less frustrating. This is supported by management theorist Herzberg in his Two Factor Theory.

Response: The crux of this question is to establish whether the agents have enough tools to go about their daily tasks. Here the question looks at only the availability of the tools. Regarding functionality, this can be looked at in the following assertion. The response to statement 27 is represented in Figure 5.39 below.

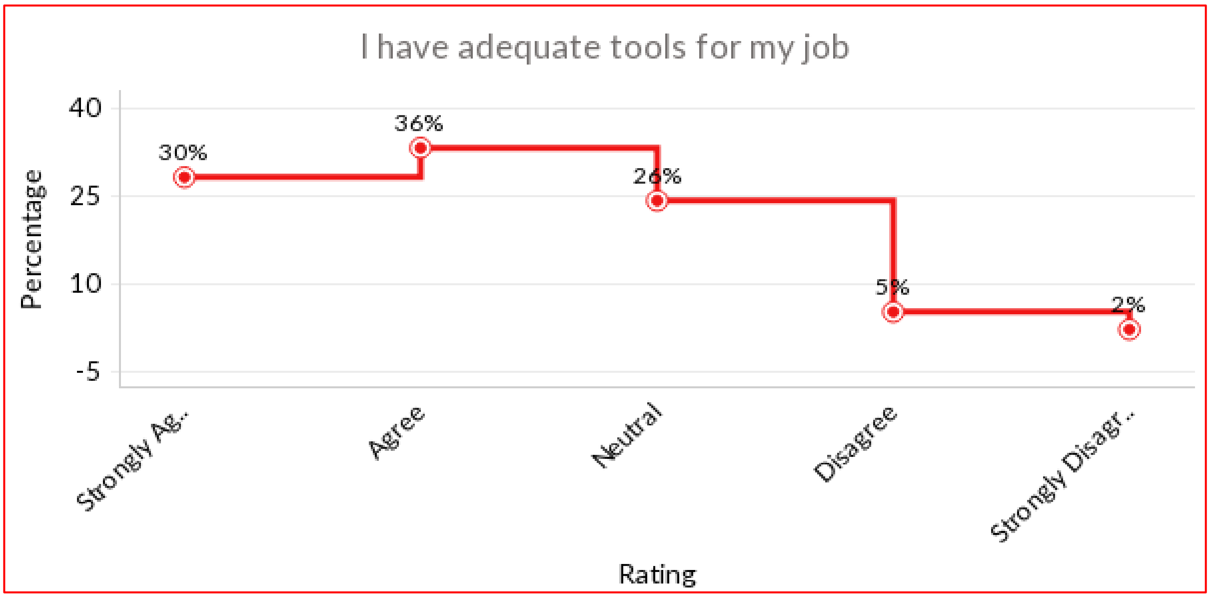

FIGURE 5.39: I HAVE ADEQUATE TOOLS FOR MY JOB

Source: Own Construction

Figure 5.39 shows that 66% (36% agree and 30% strongly agree) of the respondents that are majority agreed in general that they have adequate tools for the job they are assigned to do., whereas 26% stayed neutral, while 7% (5% disagree and 2% strongly disagree) of the respondents disagreed in general with this statement. Comparing the results, many participants agreed with the statement.

5.1.3.1 Statement 32: I am happy with the work conditions

Working conditions are essential when it comes to creating a conducive environment for work. This can be in the form of proper desks, lighting, air conditioning and clean floors. The presence of these is taken for granted, but their absence is keenly felt, leading to dissatisfaction. Herzberg (1959) supports this concept.

Response: The main objective of this question is to find out if the agents are happy with their work conditions. The reasoning is that if some work conditions are incorrect, they infringe on peoples' rights or health, e.g., lack of proper air conditioning may affect those with respiratory issues, and air conditioning is a must. The response to statement 28 is represented in Figure 5.40 below.

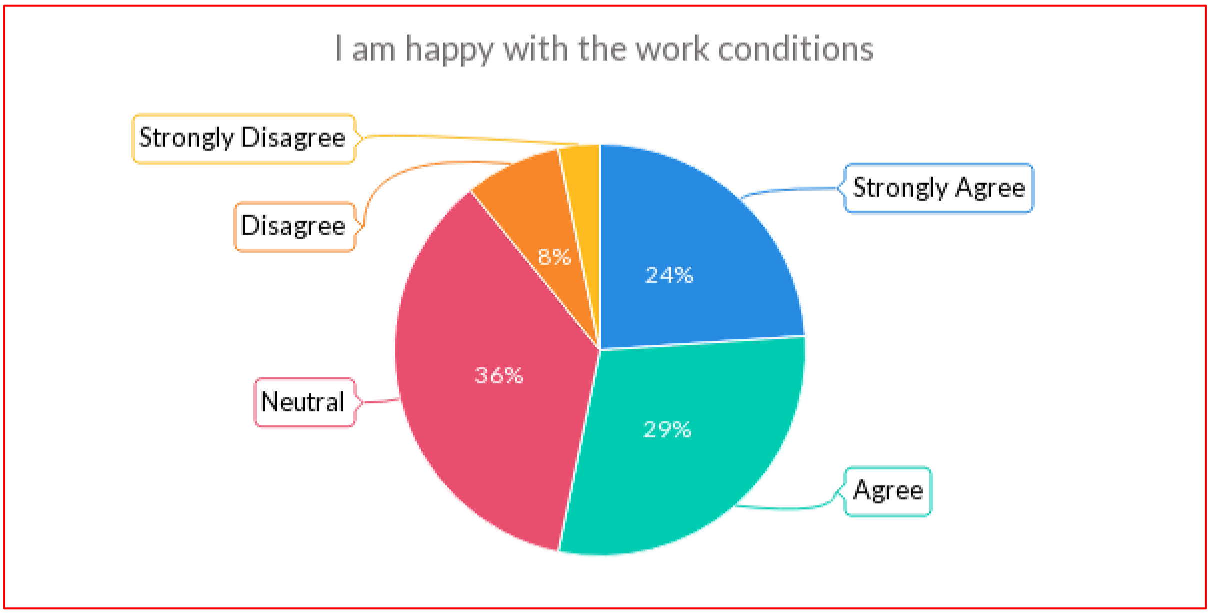

FIGURE 5.40: I AM HAPPY WITH MY WORKING CONDITIONS

Source: Own Construction

The results in Figure 5.40 indicate that 53% of the respondents (24% strongly agree and 29% agree) agreed that they are happy with their work conditions. However, 36% indicated neutrality as the biggest percentage of all the ratings. Again, this was cause for concern. A total of 11%, comprising 8% disagree and 3% strongly disagree, account for those who generally disagree. Nevertheless, based on the results, it can be said that most of the respondents are happy with their current work conditions.

5.1.3.2 Statement 33: My work equipment functions properly

In addition to just having the equipment, another frustrating point is having equipment that constantly breaks down and does not perform to standard. It stresses the agent's work life because they are not motivated to work with constantly faulty equipment. However, on the other hand, when the equipment is working correctly, everything goes well, and there will not be any complaints from the agents.

Response: The crux of this statement was to establish from the agents if they are happy with their equipment and if it does the job it is meant to do. The results of this assertion are diagrammatically illustrated below in Figure 5.41.

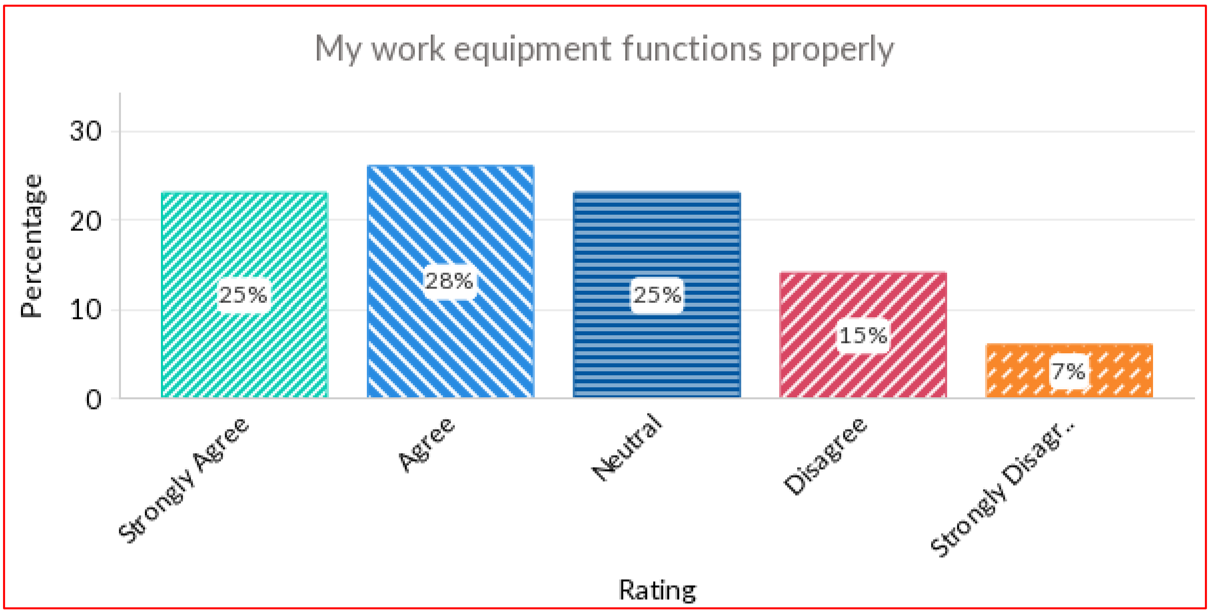

FIGURE 5.41: MY WORK EQUIPMENT FUNCTIONS PROPERLY

Source: Own Construction

Figure 5.41 indicates results that show a 25% strongly agree response rate and an additional 28% bringing the total of those respondents that agree to 53%, which is more than half the respondents. 25% of them were neutral to this statement. A total of 22% comprising 15% disagree and 7% strongly disagree account for those who generally disagree with this statement. Based on these results, it can be inferred that most respondents have functioning work equipment.

5.1.4 Statement 34: The work environment is conducive

A conducive environment fosters creativity and allows employees to be expressive when working. In the case of this research, workers should not be bound by a script that limits them only to say what is on the paper; it ends up being monotonous. Ideally, a manager should give a guideline of dos and don’ts and then allow the agents to use that guideline creatively to converse with customers. If they stick to that guideline, the creativity they will have from there will make work more interesting.

Response: This statement sought to establish if there is room for creativity in the call centre to motivate the employees and not make them work like programmed machines. The results of this assertion are graphically illustrated below in Figure 5.42.

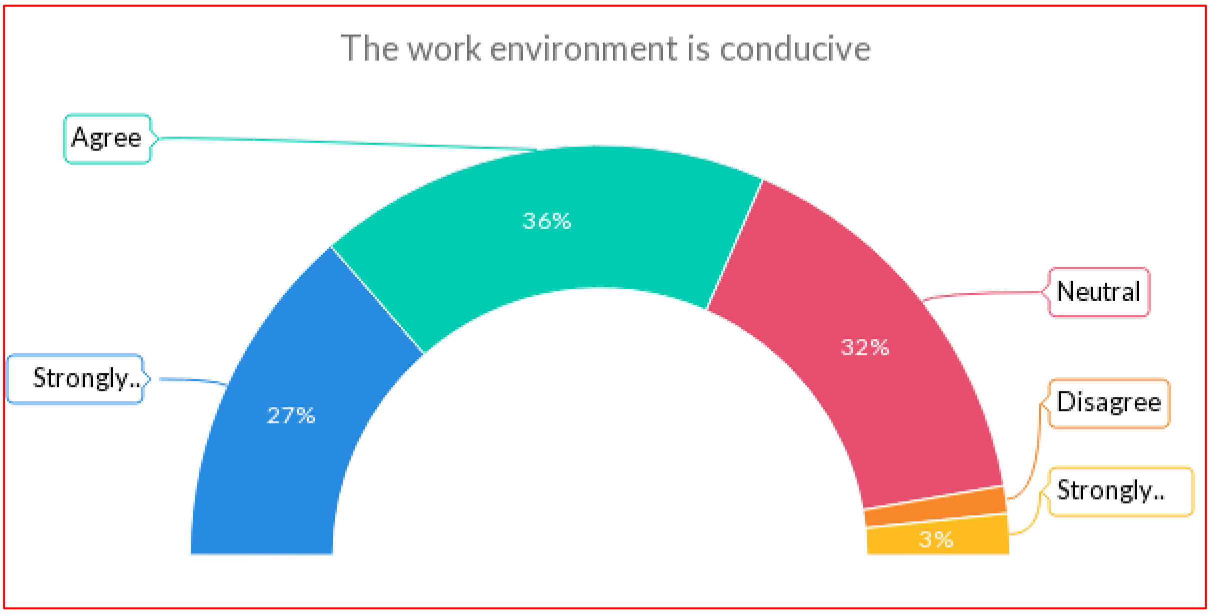

FIGURE 5.42: THE WORK ENVIRONMENT IS CONDUCIVE

Source: Own Construction

A considerable percentage of the respondents, 63%, agreed that the work environment is conducive, as Figure 5.42 shows. This percentage is split between strongly agree and agree at 27% and 36%, respectively. The second largest response percentage was neutral respondents, who are 32% of the response. A minuscule 5% indicated that they disagree in general, and this is split between 2% and 3% over disagreeing and strongly disagree, respectively.

5.1.4.1 Statement 35: The facilities are in good working order, e.g., bathrooms

Facilities within the workspaces make work more pleasant, addressing personal issues like hygiene and health. The presence of fully functional bathrooms, kitchens, and rest areas are important as these allow employees to rest and refresh, and this is a fundamental human right and not a privilege but a right. The absence of these creates a problem as this infringes on many people and numerous workplace rights.

Response: The crux of this statement was to establish if the other facilities in the company are up to standard and if the employees are happy with them. The responses to this statement are shown in Figure 5.43 below.

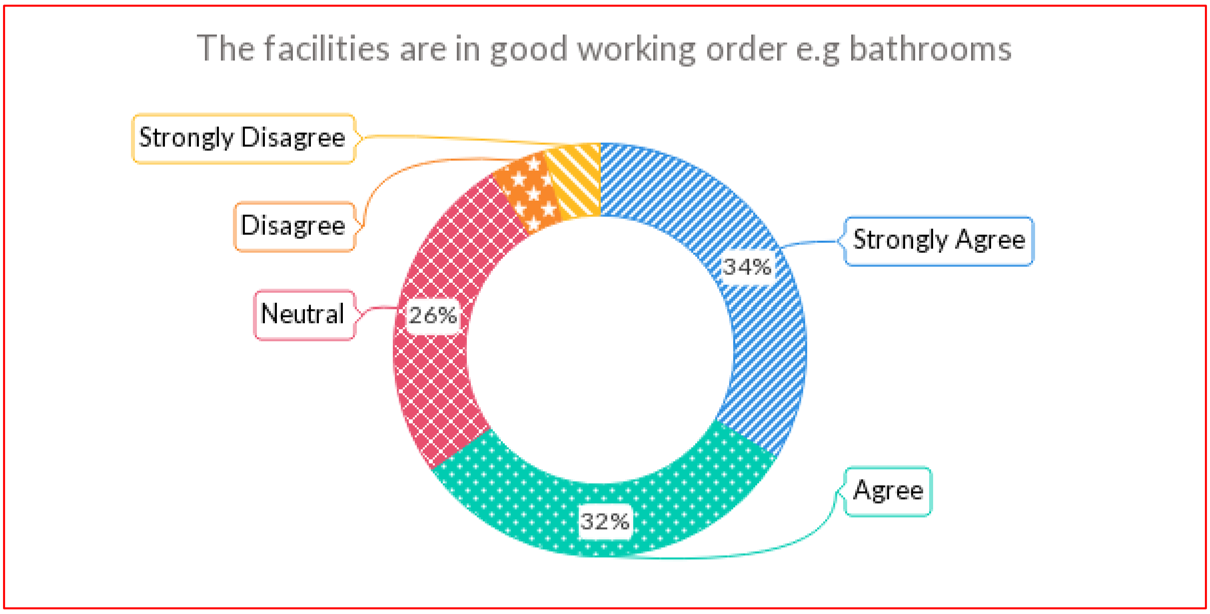

FIGURE 5.43: THE FACILITIES ARE IN GOOD WORKING ORDER, E.G., BATHROOMS

Source: Own Construction

The results in Figure 5.43 indicate that 66% of the respondents (34% strongly agree and 32% agree) agreed that the company's facilities are in working order. In other words, they are happy with facilities like the bathrooms, kitchen and rest areas. Twenty-six per cent of the respondents were neutral to this statement. On the other hand, 8% disagree with this assertion, split equally between disagree and strongly disagree. Therefore, based on the results, it can be deduced that most respondents are happy with the facilities at the call centre.

5.1.5 Statement 36: I need better equipment to do my job

Equipment within this context refers to core equipment like computers and associated devices and software. The need for better equipment or the frequency with which it is expressed means primarily one of two things: either the current equipment constantly breaks or a continuous need for better equipment to increase efficiency.

Response: This statement aimed to establish if the agents are frustrated with their current equipment and if it hinders them from efficiently doing their job. Providing proper up-to-date and efficient equipment is not only a breeze for the agents, but the results in terms of productivity levels will show, so it is essential for management to invest in modern technology for them to do their jobs effectively. The findings obtained are given in Figure 5.44 below.

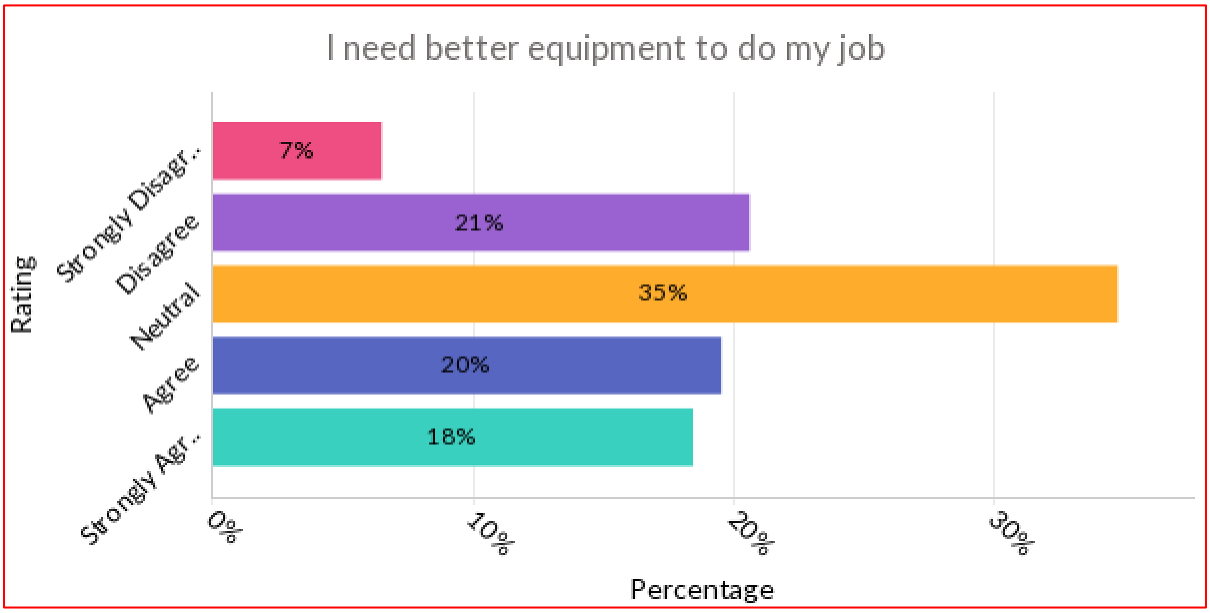

FIGURE 5.44: I NEED BETTER EQUIPMENT TO DO MY JOB

Source: Own Construction

Figure 5.44 shows that 38% of participants (18% strongly agree and 20% agree) agree that they do need better equipment to do their jobs. The biggest percentage response to this statement was neutral value, where the response rate was 35%; in other words, they neither agree nor disagree with this assertion. Only 28% of the respondents indicated that they disagree with this statement, while 21% disagree and 7% strongly disagree. Based on the results, the respondents neither agreed nor disagreed with this statement. This, as indicated in the chart, is attributed to 35% of the neutral respondents to this statement.

5.1.5.1 Statement 37: I am satisfied with my job currently

As described by Tulika and Prakash (2016:6), Herzberg's Two-Factor Motivation-Hygiene Theory states that meeting the lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort but would only prevent them from being dissatisfied. In other words, job satisfaction emanates from satisfying a certain level of needs in which the absence of such creates dissatisfaction.

Response: The main objective of this statement was to establish if the agents are satisfied with their job or if they are just passing the time while looking for another career. Also, as the theory dictated, this satisfaction emanates from extrinsic and hygiene factors. In the form of a chart, the views of the respondents are shown in Figure 5.45 below:

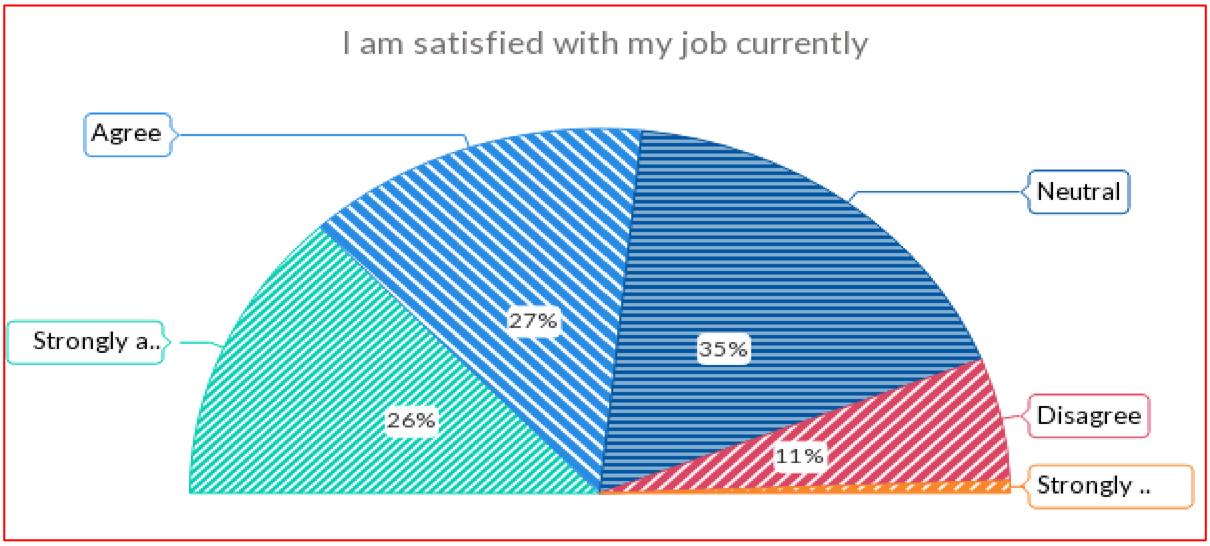

FIGURE 5.45: I AM SATISFIED WITH MY JOB CURRENTLY

Source: own Construction

26% of the respondents strongly agreed they are satisfied with their job, and 27% supported this. The most significant response to this statement, 35%, was attributed to those who are neutral. A combined total of 12% was for those who disagreed with this notion: 11% and 1% between those that disagree and those that strongly disagree.

5.1.5.2 Statement 38: I am given a chance to show my creativity in my team

An environment that fosters and promotes creativity will always be preferred over one that does not. People are built differently and understand life and everything else differently; hence, it is essential to create an environment where employees can exhibit their creativity and then, as management, shape those creative skills to benefit the organization. In the greater scheme of things, it is a win-win situation because employees are happy, they are showcasing their creativity, and the business is growing as well.

Response: This statement sought to establish if the call centre provides an environment for the agent to be creative or stifles their innovativeness. Various scholars have argued that if management does not provide that atmosphere, the theory is that managers are in fear of their own positions. Figure 5.46 shows the outcomes of the statement from the respondents.

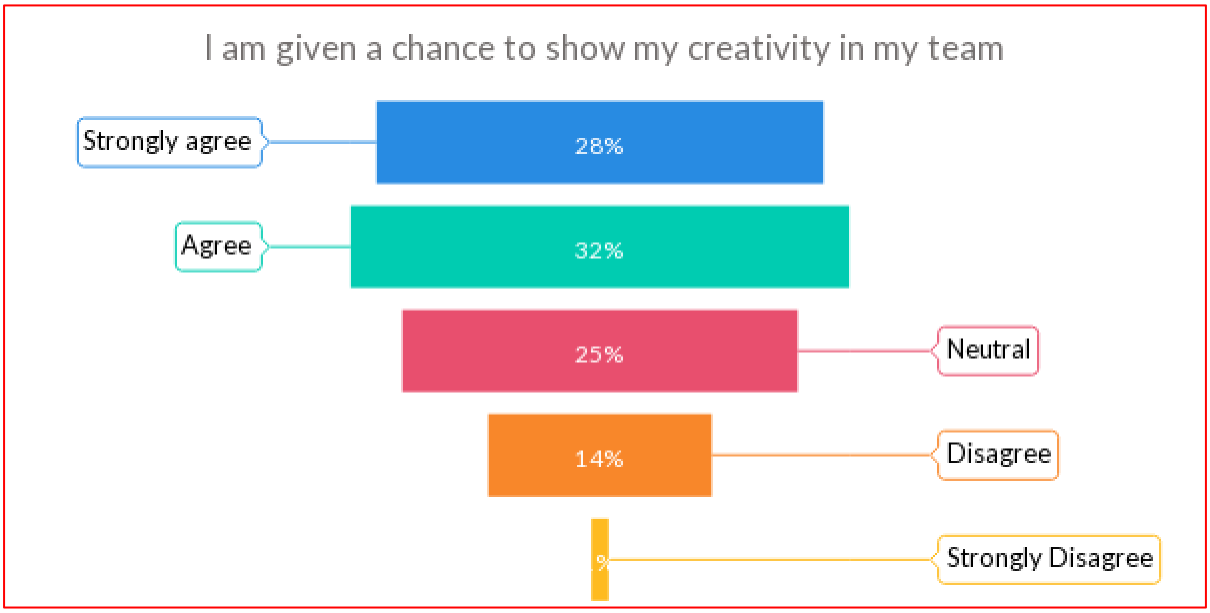

FIGURE 5.46: I AM GIVEN A CHANCE TO SHOW MY CREATIVITY IN MY TEAM

Source: Own Construction

28% of the participants strongly agreed with this statement and were supported by a further 32% who agreed but to a lower extent. 25% of the participants were neutral to this statement, and a total of 15% was split between disagree and strongly disagree, respectively. The conclusion to this statement is that the more significant part of the respondents, totalling 60%, agree with that statement. This is a good sign in terms of the business operations climate.

5.1.5.3 Statement 39: I am motivated to go the extra mile for my job

Motivation plays a crucial role in pushing employees to go above and beyond what their duty requires of them. This is because of recognition and rewards for the effort. Call centre agents, in addition to their basic remuneration, are rewarded on commission based on the number of extra calls or sales one has done.

Response: This statement sought to determine if the agent is motivated enough to go beyond the call of duty in pursuit of targets and achieve a sense of achievement. In the absence of such motivation, most would just work as per their job description, knock off at the exact time and not take the initiative to do better, whether personally or with managers' influence. All the participants' responses are shown in Figure 5.47 below.

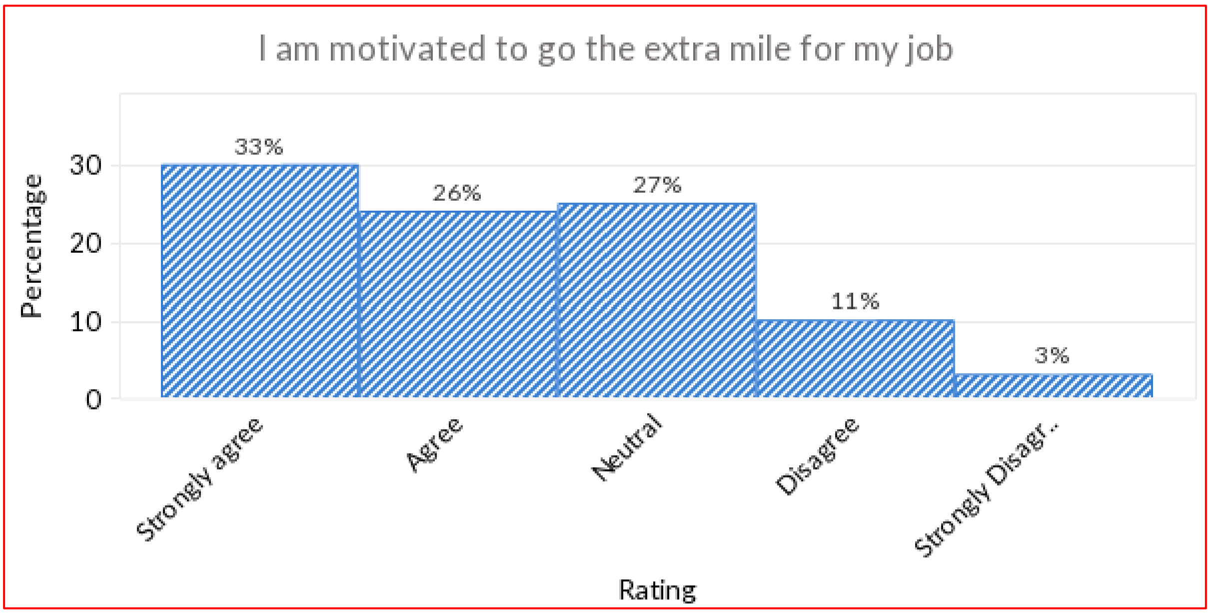

FIGURE 5.47: I AM MOTIVATED TO GO THE EXTRA MILE FOR MY JOB

Source: Own Construction

According to the results in Figure 5.47, 14% of the respondents seem to disagree in general (11% disagree and 3% strongly disagree) with the statement, which means that to them they are less motivated to go the extra mile for their job; they do not have the initiative or the drive to do so. On the other hand, 27% of the respondents remained neutral, as they were undecided about the statement. 59% of the respondents agree or strongly agree (26% agree and 33% strongly agree) with the statement that they are motivated to go the extra mile in their job. From this, it can be generalized that many participants are motivated to go beyond and do better in their job.

5.1.6 Section C – Open-Ended Section

As the heading suggests, this section was intentionally made with specific questions in mind to allow the respondents to freely discuss and expand on issues they felt were not addressed in sections A and B. The questions in this section are closely linked to the ones in section B under the Likert scale, but in this case, with more room to be expressive. Within the research context, respondents may consider something they feel is relevant now that they have answered sections A and B; they have a clear direction of what this question seeks to achieve hence the freedom to be expressive in the responses. This section had seven questions to which the participants needed to respond. These are listed below in detail with their responses.

5.1.6.1 Request A: Do you know Boomerang's company values? If so, please list them

The respondents were given five lines to complete their responses. There was a 100% response rate as this question was mandatory. The researcher made it mandatory because he did not want gaps in data. This turned out to be more beneficial than having distributed the questionnaire on paper, where there was a huge potential for data gaps. The researcher noticed that of the 100% response rate, not every answer was correct. 22% provided incorrect answers. This meant that not everyone knew the company values, and some participants were just filling in with incorrect answers to complete the question. The responses that stood out were as shown below.

TABLE 5.1: BOOMERANG'S COMPANY VALUES – RESPONSES

NO	PARICIPANTS RESPONSES
1	No, I do not know
2	N/A
3	Target Driven
4	I don't remember

Source: Own Construction

With these responses, as stated in Table 5.1, of the participants, 78% know the company values and that being the majority, it can be deduced that company values are generally known.

5.1.6.2 Request B: Do you think Boomerang is fulfilling its company values? Why or why not?

Company values are what drive the company. They map the direction of how the company operates, derived from the vision. In other words, a vision is the strategic goal and values and is the operational goal from which the daily operations derive their operational influence.

Response: The results to this question were quite interesting as they were varied. However, in that variation of responses, a couple stood out. First, 51% of the respondents agreed that Boomerang is fulfilling its company values. The table below shows some of the responses that stand out from those that agreed with this question.

TABLE 5.2: DO YOU THINK BOOMERANG IS FULFILLING ITS COMPANY VALUES? (THE POSITIVE RESPONSES)

NO	Positive participants responses
1	Very Target driven - set a goal, and we'll do our best to achieve
2	Always following through.
3	Yes, we are constantly told to reach our target, and we've adapted the principal
4	Yes, it is a professional environment.
5	Yes, everyone is respectful towards each other.
6	Yes, I'm of the view that people here have integrity.
7	Yes, there is growth for the young in the company
8	Yes - always have fun
9	Yes - a professional environment
10	Company culture is adhered to

Source: Own Construction

The results are part of a 2-pronged response and show that the company fulfils its values based on the positive responses. The following table shows the second part of the response, where 49% did not agree with this question. Instead of having a single response to this, it was important to highlight specific responses attributing to the 49% that did not agree with this statement. These are shown below in Table 5.3

TABLE 5.3: DO YOU THINK BOOMERANG IS FULFILLING ITS COMPANY VALUES? (THE NEGATIVE RESPONSES)

NO	Negative participants responses
1	No, there is always a problem with salaries, and nothing gets done when reporting this to prevent it from happening again.
2	The pay for employees is always wrong
3	Respect - No - There is no respect shown when money is not correctly paid month after month.
4	There are some people in management who will belittle those who have a title that is of less value to them
5	No, there are people in management who will talk negatively about others to make themselves look better
6	No, there are people in management who will steal your ideas and make them their own
7	There are no fun activities that are happening at Boomerang. All campaigns feel divided
8	No, there are no team building or employee engagement programs
9	No, fairness is lacking; punishment to all not available
10	Favouritism
11	Not practising what is stated in the values
12	Staff have no right to speak out
13	We used to feel like a family, and that is all gone

Source: Own Construction

The negative responses to the second part of this question, as shown above in Table 5.3, were more than the positive ones in the first table. Again, 49% did not agree or did not support this question. Nevertheless, some valid points were raised in their responses that warranted analysis and recommendations. What is key in these responses is the issue with remuneration and lack of respect being the main frustration.

5.1.6.3 Request C: List 5 main problems you have or issues you are not comfortable with in your workplace.

Problems will always be there in a company in one form or another. It is how they are dealt with that matters. It could be conflict resolution, remuneration dispute, or a general work or colleague misunderstanding. The way these issues are handled reflects how good managers are in handling issues in their team and the company

Response: the objective of this question was to give the floor to the agents to be as expressive in issues they feel are problematic to them. The anticipation of this was that since it is an anonymous questionnaire, they could be as expressive as possible. The results of this are shown below in Table 5.4:

TABLE 5.4: 5 MAIN PROBLEMS YOU HAVE OR ISSUES YOU ARE NOT COMFORTABLE WITH IN YOUR WORKPLACE

NO	Participants responses
1	Monthly income must be increased
2	Communication is like a broken telephone
3	Computers don't work well, which leads to unproductivity
4	For example, when it comes to birthdays, management gets treated and spoiled, but the agents who do the work don’t get recognized
5	High expectations from owner/management
6	Inadequate tools
7	Lack of communication between the Agents and Management
8	Lack of coffee, sugar & milk in the office
9	Bathrooms not clean
10	No clear delineation of the job. At times I do jobs that are outside my job description
11	Poor planning from Management creates urgency for IT
12	Punishment must be equal to all and not just leave some campaigns out
13	There are people in management who will hinder your growth

14	Things get done on the fly or spur of the moment

Source: Own Construction

From the responses, the researcher noted similarities in most of them; hence instead of repeating them, a summary of the similar points was compiled, and 65% of the participants indicated that they were not happy with their salary. Although further to this, some went on to say it is not in line with the market rates and needs to be increased, some indicated they were not happy that their basic salary is small to which they must put in additional hours to cover the gap with commission.

5.1.6.4 Request D: List 5 things you like most about your workplace

People find different things they like that make their office life more enjoyable within the workspace. People are interested in or like different things, and as management, it is important to realise that people are different, and those differences make the workplace interesting as there is always something to learn.

Response: The objective of this statement was to find out the preferences and likes of the participants. The open-ended question had five lines, allowing the agents to input anything they wanted. There were no limitations to what they liked about the company. Such a question gives better insight into the type of employees Boomerang has and how these likes shape what goes on within the workplace. Some interesting responses were noted in this question, as displayed in Table 5.5.

TABLE 5.5: 5 THINGS YOU LIKE MOST ABOUT YOUR WORKPLACE

NO	Participants responses
1	Atmosphere
2	Culture
3	Diversity
4	Home away from home
5	I Love the Communication I Can Have with My Team and Team Leader

6	I Love the Fun That We Try and Have
7	Inter Campaign Relations
8	My Campaign Manager Will Value Her Agents and Go an Extra Mile.
9	My Direct Manager Makes Work Worth While
10	My Team Leader
11	Opportunity To Learn
12	Team Spirit Between Colleagues.
13	The Ability to Grow
14	The Friendly Competition Between Colleagues
15	Work Ethic

Source: Own Construction

The responses above are quite varied; however, there are several things that the participants like about working at Boomerang.

5.1.6.5 Request E: What can Boomerang do to make you enjoy coming to work and doing your job?

Not every day one enjoys coming to work; there could be many reasons. As a company with many employees, not all reasons are the same. Employees should feel the drive to come to work and perform, and for that, certain conditions must be met. The crux of this question was to establish what exactly it is that can motivate the employee to come and perform to their best at the office.

TABLE 5.6: WHAT CAN BOOMERANG DO TO MAKE YOU ENJOY COMING TO WORK AND DOING YOUR JOB?

NO	Participants responses
1	Increase everyone's pay, and we will all be happy
2	Fix the remuneration, making it average according to the industry
3	To make sure that we would always get paid correctly for the hard work we do
4	Pay me correctly and fairly.
5	Remunerate according to market rates
6	Adequate pay
7	Monthly income increase
8	Increase my salary as I have been here for years getting the same amount
9	Paying us correctly and on time
10	Life is getting hard, and you must work hard for little money.
11	Increase our salary to match the market value
12	Be fair to everyone
13	Allow us to make our workspace a comfortable space instead of deciding for us
14	More respect from seniors
15	Management needs to learn how to communicate more efficiently with its team members.
16	Job security
17	Employment benefits
18	Start treating with respect
19	Honesty and not talking about others' personal stuff on the floor
20	If you make your workers happy, they will make you rich. Money makes everyone happy.
21	Support courses that will benefit both parties. Invest in me and I invest in the company

Source: Own Construction

Response: As shown in Table 5.6, responses to this question revealed a trend of what Boomerang needs to do for the employees to enjoy coming to work. Points 1 to 11 show a pattern of the same concern, remuneration. It has been said in many ways, but the general inclination is the same.

5.1.6.6 Request F: List 5 things you like most about your direct manager (the one you report to).

Being a manager does not necessarily mean that a person becomes a bad person or less likeable. On the contrary, traits and certain characteristics may make a person likeable or not, and in the case of a work setup, those likeable traits or characteristics make the workplace more enjoyable. Managers are human, just like everyone else, but because they hold a higher position than the agents, it is important to know how they perceive them. It also shows their leadership style as well through such relations.

Response: Some interesting responses on how agents view their managers and what they like about them. As indicated earlier, the crux of this question was to reveal how managers relate to their subordinates and show what the agents like about them.

TABLE 5.7: 5 THINGS YOU LIKE MOST ABOUT YOUR DIRECT MANAGER

NO	Participants responses
1	I couldn't have asked for anyone else
2	It exposes us to new and different things
3	Going above and beyond
4	Good coaching
5	Has the best interest at heart for me and covers for me when I have messed up.
6	Helpful, constructive feedback and a willingness to ensure that you have the knowledge to complete your work successfully
7	I love the communication that he has with all of us
8	My Campaign Manager is there for us if we do what we need to she always looks after us
9	She always has time to listen to anything anyone has to say, be it a concern or just a comment

10	She doesn't just treat us like employees but as human beings with emotions
11	She goes out of her way to help in every way, not just in a work-related situation
12	She is a people person and always willing to hear you out
13	She is always motivating us to try harder and calms us down when we stress too much
14	She is always patient and respectful when she talks or listens to us
15	The way he shows that he appreciates the hard work we do and rewards us
16	Zaid - Has a great understanding of people and how to speak to them.
17	Zaid - has groomed this team from the start of the campaign as a family

Source: Own Construction

Several interesting responses were noted in Table 5.7 above. However, some stood out more and hence deserved to be noted for review and recommendations in the next chapter.

5.1.6.7 Request G: If you were the CEO, what five changes would you bring to the current environment in the company?

Everyone dreams of being a Chief Executive Officer or an owner of a big company. However, as much as it comes with challenges, it also has rewarding experiences. As agents who are in operations daily, they imagine themselves running the company and implementing the changes that they want. The desired changes will motivate them, and they will want to do better.

Response: The focal point of this question was to see what the agents wanted to be done or changed to improve their lives in the workspace. Of course, everything mentioned must be weighed in terms of cost and impact but holding all other things constant will make management see things from a different perspective as some may have never been on the floor to operate. The results of this question are shown below in Table 5.8.

TABLE 5.8: 5 WHAT CHANGES WOULD YOU BRING TO THE ENVIRONMENT IN THE COMPANY

NO	Participants responses
1	Let management spend time doing agent work to get a better understanding of what the job entails
2	Get to know my employees on a more personal level so I can understand their circumstances better
3	Have a look at the senior managers and weed out the toxic people as they are the ones resulting in loyal people leaving the company
4	Paying the staff an average amount according to industry. Keep staff happy, and your business will grow
5	Get new computers and give a yearly salary increase, medical aid and gym benefits
6	People need to respect each other and not let an agent feel that they are replaceable
7	Increase salaries
8	Benefits, medical aid, funeral cover, provident fund
9	Monthly income increase
10	Find out what really makes people happy and why they are angry and upset.
11	Allow my employees a chance to voice their concerns and listen to understand and not just respond
12	Have engagement programs like team building.
13	Always try to work with the agents that are here and not get new ones
14	Monthly incentives
15	Performance reviews for pay
16	Give recognition to team leaders as they do most of the work
17	Providing team buildings for staff for various departments for them to better at their job
18	Hire someone to assist management with how to speak to/communicate with their teammates. (Empathy training/QA)

19	If we have a good month, then everyone receives a bonus.
20	Pay other employees a decent amount
21	I would remove who is currently in charge of payroll and have them assist the new hire who is good with numbers and learn from them.
22	A leadership program should be implemented within the company

Source: Own Construction

Responses to this question showed that most people would review the remuneration for their employees. That speaks a lot in terms of how they are currently being remunerated. Moreover, the preceding questions and statements showed a similar trend that the remuneration needs to be reviewed and made better in line with the cost of living. There is also recognition and incentives noted in the responses as well.

5.1.6.8 Request H: State 5 reasons why Boomerang employees leave their job. [This can be through conversations you overhear from others]

This is the most important question as it summarises the essence of all these other questions. It brings about a summarized closure to the questionnaire by asking not specific questions but in general. The answers here may be closely linked to answers to the previous questions.

Response: As the crux of this research indicates, employees leave companies for a reason. However, if the rate of them leaving is high, there should be a concern and thus a desire to find out why. The previous questions sought to identify specific issues and situations; this question now summarises that. Results from the question are tabulated below in Table 5.9:

TABLE 5.9: 5 REASONS WHY BOOMERANG EMPLOYEES LEAVE THEIR JOB

NO	Participants responses
1	Monthly income
2	Low income
3	Lack of pay
4	Underpay
5	People don’t leave a company; they leave bad management
6	People with titles favouring one another and giving others the shift and working them out
7	They find other higher-paying jobs
8	Toxic management
9	Remuneration
10	Money
11	Rude managers, work too much, salary is bad
12	Salary
13	I can’t handle the pressure.
14	Because Payroll keeps messing up the money, it's unprofessional.
15	Pay queries
16	Better pay
17	Remuneration
18	Better job prospects
19	Uncompetitive pay
20	Salary
21	Personal issues are not prioritized
22	The money is always a problem

23	Salaries
24	Always issues with payroll
25	Commission
26	Management and how they handle cases and unpleasant feedback.
27	Pay quarries every month
28	Favouritism
29	Management issue
30	Not feeling respected
31	Better opportunities
32	Not happy with how they get treated
33	Micromanaging
34	Racism
35	Are not rewarded when doing something good
36	Not being Valued
37	Better paying jobs and more professional when it's time for payment.
38	Bullying
39	Unnecessary warnings given to employees
40	Favouritism in the workplace
41	Think the grass is greener o the other side
42	Being undervalued
43	Unrealistic timelines on expected outcomes

Source: Own Construction

There is a trend of concerning issues raised in this question; chief among them is remuneration. Employees feel the remuneration is not market-related, and the company must do better. Another important point raised is that people do not leave the company; they leave bad management, and this is supported by some responses that said management lacks empathy and micromanages.

5.2 Conclusion

This questionnaire revealed much information about the company and how it operates. Various issues were raised that answer the research topic of why people are leaving. Certain trends were picked up, and as much as some of the questions seemed obvious, they revealed something different, bringing a different perspective to the research. The research population initially targeted 100 participants. However, there were just above 100 responses, and this helped in getting a better understanding of the subject at hand. As indicated in the previous chapter, this questionnaire that collected data for this chapter was qualitative and quantitative, providing responses that the researcher could quantify and qualitative information that allowed the researcher to extract qualitative data. The following chapter is going to be research findings, recommendations and conclusions.

CHAPTER 6:
RESEARCH FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

6.1 Introduction

This chapter provides an overview of the research findings covered in the preceding chapter. First, the overview of earlier chapters has been used to discuss a review of several important elements. Additionally, the focus of this chapter is split between the research's findings and the author's interpretation of them.

To establish the factors causing high employee turnover, this research primarily intended to delve into and analyse those factors. The increased employee turnover based on the researcher's experience at the company prompted the researcher to expand on this and investigate specific factors that may have been the cause.

The high employee turnover at this contact centre is mostly a result of many factors, from motivation to admin to training. As these affect everyone differently, it is important to elucidate, discuss, and recommend remedial action where necessary. This must be acknowledged and complimented when tasks are being done at a superior level.

Chapter one: The literature review, problem statement, research objectives, research questions, and research methods are outlined in the study concept, which was first presented. The target population, sample selection, sampling methodology, and data collection were covered. The study's ethical considerations were also covered.

Chapter two; thoroughly discusses leadership in its various facets influencing employee turnover. In addition, this chapter covered the various leadership models.

Chapter three: this chapter looked at the management theories as another approach to understanding employee turnover and how management and its various theories and practices influence employee turnover.

Chapter four: thoroughly explains the research design and methodology, focusing on how the design and methods relate to the business and problem statement. The target population, sample size, sample frame, and sampling techniques were discussed, along with the reasons behind their selection for this study. This chapter also covered data collection, the technique used to collect data, and the tools used to modify and analyse data. This chapter answered the how part of conducting the data.

Chapter five: The research's findings were examined, evaluated, and presented. Bar charts, histograms, pie charts, tables, and other types of data visualization were used to illustrate the data collected from each participant in the study. Questions and statements were inserted in the questionnaire exactly as they appeared, and participant responses were represented by pictures of bar charts, pie charts, graphs, and tables. The researcher then provided an analysis of the results.

Chapter six: focuses on the chapter 5 summary of the findings. Conclusions and recommendations are based on the findings in chapter 5. Sections A, B, and C make up the three sections of the questionnaire.

6.2 Summary of Findings, Conclusions and Recommendations

All components of the questionnaire were covered in detail in the preceding chapter, and in this chapter, the researcher will draw conclusions and provide recommendations regarding the main points of the findings and outcomes discussed in chapter 5. The basis for recommendations and findings should be the researcher's comprehension and analysis of the data gathered.

6.2.1 Section A – Biography

Section A of the questionnaire included answers to the questions about biographical details. Such questions were posed for statistical analysis and to guarantee that the research sample is an accurate representation of the population.

One of the most important questions in this section pertains to job tenure. Participants were asked in this section to mention how long they have been with the company, and the selection was Less than one year, one year, two years, four years and more than five years. The reasoning for this key question was that since the questionnaire was distributed to the whole company and the responses were random, it gave a clearer and non-biased statistical accuracy of the sample.

The answers reveal that the majority have between one and two years of experience working for the organization, as seen by the 37% of responses. A combined percentage of 21 % indicates that very few of these respondents have worked at their current jobs for more than three years (i.e., 9% plus 12%). Instead, a significant 66% of the population were employed for under two years (37% plus 29%). The other question was asking how many are assigned to the company's different campaigns. This question sought to find out how well distributed the responses are. The idea of this question was to avoid many answers from one set of respondents. The distribution was spread almost evenly. The average tenure within a campaign was between 0 and 2 years, meaning that most of the respondents were in their infancy at the company at the time this study was undertaken.

Conclusion: The answers to this first part allowed the researcher to better understand the respondents he is dealing with. Not only that, but it also puts the research output into a better perspective.

6.2.2 Section B – The Likert Scale

6.2.2.1 Introduction

This section delved deeper into the factors influencing employee turnover and split those by theme or category to quantify how it affects the subject under research. This part of the questionnaire had sections that grouped the factors, and these were:

- Administrative factors
- Personal factors
- Management factors
- Training factors
- Job Scope factors
- Facilities/Tools/Equipment factors
- Motivation factors

Each of these had a few statements that had to be rated on a scale of 1-5, with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Each of the categories above was identified to be determinants of employee turnover, and as such, an effort had to be put into adequately dissecting them and creating rateable statements that can then be concluded to be drivers or no drivers of employee turnover. As stated in the first chapter, employee turnover is an understandable phenomenon in organizations. It only becomes an issue if it is high. Therefore, a detailed analysis, conclusions and recommendations should be made on each of these factors.

6.2.2.2 Administrative Factors

Table 6.1 below presents data gathered for the data asking about the administrative factors influencing employee turnover. Figures show slightly above 50% indicate that proper induction plays a role in staff turnover. However, the subsequent four statements show a concerning trend of neutrality. One would assume that as questions directly affect the agent in their daily operations, they would be more inclined to select agree or disagree rather than neutral. A neutral choice in a question that directly affects the respondent can mean, among others, that the respondents are not interested, or they simply do not know.

The last statement shows the highest percentage being on agreeing that the company does indeed have a good culture.

Table 6.1: Administrative factors influencing employee turnover

Row	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I was given a proper induction on joining	52% (48)	29% (27)	12% (11)	6% (6)	1% (1)
My admin queries are resolved on time	25% (23)	27% (25)	33% (31)	11% (10)	4% (4)
There is clear communication of roles and responsibility	22% (20)	29% (27)	31% (29)	16% (15)	2% (2)
I am allowed to participate in decision making	17% (16)	22% (20)	35% (33)	18% (17)	8% (7)
I feel secure in my job right now	19% (18)	18% (17)	38% (35)	20% (19)	4% (4)
There is a good company culture	25% (23)	38% (35)	26% (24)	10% (9)	2% (2)

Source: Own Construction

Conclusion: It was observed from the findings that 80% of the participants agreed that they received a proper induction upon joining the company. Induction is a significant part of the recruitment process as it ensures that the candidates settle in easily and integrate into the company more smoothly. Boomerang has done an excellent job in ensuring that induction is done correctly. There is more room to improve, but this 81% (a combined total of 52% and 29%) is a step in the right direction. The next four statements that deal with query resolving, clear communication, participation in decision-making and job security had high numbers of neutral responses. However, if we look at the combined total of the first three statements agreeing, one can see that there is a 52%, 51% and 39%, respectively, which is a good result, but the results are not convincing. The fourth point that asks about job security has a 38% neutral response, and even if we add the percentages of those that agree (19% plus 18%), it equates to 37%, and it is still below that of the neutral group. This result could indicate a plethora of reasons, such as the participants are not certain of their job security, which is a cause for concern, or they were just not interested in responding or simply did not know. The last point speaks of good company culture, and there is a 63% combined response from those who agree it is indeed there. Still, on that point, the second highest response was 26% for those that were neutral to this statement, again a concerning trend.

Recommendation: There is much work that the managers need to do to have more engagement regarding more defined responses. A high number of neutral responses indicate mainly; honest uncertainty, no engagement from management in addressing these issues or more specifically, not engaging in the research. However, the bottom line is that management needs to do more to address these points because some are obvious, and one would expect a better response reflecting their position on the broader spectrum than just being neutral.

6.2.2.3 Personal Factors

Within the workspace, personal issues have a direct bearing on how people behave and work within the workspace. If individuals have issues that they feel directly affect them personally, they take it to heart as this affects their ability to function well in a work set-up and outside the business. Indeed, employees spend about 80% of their time at work and the remainder, 20%, at home doing what they enjoy. Personal time is dependent on satisfaction at work. Thus, management needs to realize that decisions at work impact employee happiness outside the workspace. Results were tabulated below, and the conclusion follows.

TABLE 6.2: PERSONAL FACTORS INFLUENCING EMPLOYEE TURNOVER

Row	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my remuneration	6.45% (6)	18.28% (17)	38.71% (36)	19.35% (18)	17.20% (16)
I get along well with my colleagues in other departments	49.46% (46)	41.94% (39)	6.45% (6)	2.15% (2)	0.00% (0)
I am happy with the remuneration benefits e.g medical aid	4.30% (4)	8.60% (8)	27.96% (26)	27.96% (26)	31.18% (29)
I see prospects of career growth here	22.58% (21)	29.03% (27)	31.18% (29)	12.90% (12)	4.30% (4)
My efforts are recognised in the company	15.05% (14)	30.11% (28)	35.48% (33)	13.98% (13)	5.38% (5)
I see myself staying longer here	15.05% (14)	27.96% (26)	37.63% (35)	12.90% (12)	6.45% (6)

Source: Own Construction

Conclusion: most of the respondents again indicated neutrality to this assertion by a 38.71% response. In other words, this response can be communicated as they are unsure if they are happy with their remuneration. It leaves a lot to be desired as clearly the respondents do not know the market rate for their job or simply do not care. A combined total of 36.55% was from respondents that disagreed with this assertion. In South Africa, the cost of living is increasing, and as such, people need to be able to cover their home expenses and leisure. This has a domino effect on how productive they are within the workplace. Only a few agree with this statement, and they are 24.73%. Someone who is happy with their remuneration would not find it difficult to agree with this statement and based on these results; management needs to re-evaluate their remuneration scale, consider the cost of living and the market rate so that should such a statement or question be asked, the numbers of those that agree would be more.

On the other hand, there are good interpersonal and inter-departmental relations at the company, mostly because the age range is around the same. Most employees average between 20 to 30 years old; some have had contact with the company before joining, and some were referred to the company when a vacancy arose. This makes interaction easier, as evidenced by 91.42% of those who strongly agree and agree with 49.48% and 41.94%, respectively.

Career growth is always important because that is how people grow, and there is a 51.61% combined response from those that believe they see career growth. There is need to do more work to create an atmosphere that allows people to come to work and not just do a job but see themselves growing in their careers. This percentage response needs to increase drastically as this is not a good sign for this statement because, like the other statements before, there is a high level of neutral responses that need to be leveraged to positive responses should this be posed again. Recognition is an integral part of making an employee feel special, and the responses indicate a 45.16% summarised agreement with this statement and below half of the respondents. Again, there is a considerable number of neutral responses (35.48%), which is a concerning number. A combined total of 43.01% agreed to the statement that they see themselves staying longer at the company. While staying longer is relative, anything above two years would be regarded as long, and this response does not paint a good image to the management that less than half do not see themselves staying longer at Boomerang. Finally, there is a 37.63% neutral response that again indicates uncertainty. This could mean that some of the respondents are unsure or that their current job is a stepping stone to something better. Several interpretations can be inferred from these results.

Recommendation: The prominent issue here is the number of those that are neutral, and it communicates to management that many issues are not correct, especially since the statement being posed is something that directly affects the employees. The main recommendation is that management review remunerations in line with the market, which reduces many of the domino effects that arise from this situation. On the other hand, good interpersonal and interdepartmental relations exist, which helps keep the agents entertained and know they do not work in silos. The work environment also allows such to thrive, and based on the response from this, it would be maintained. Just like the monetary remuneration, additional benefits play a pivotal part in motivating employees, and it looks like the company is not doing well on that front either. Many benefits may not cost a lot for the company that they can do like, gym memberships, better medical aid, and educational assistance, among the many. It is the little things that matter.

Career growth is important as it presents a platform for people to grow in their skills. The combined percentage of those that agree outweighs the negatives and the neutral, but there is a need for the company to do a lot more. Career growth translates to stable job tenure. These two aspects are directly related. Recognition is also an important part and forms the bedrock of career growth. With a combined total percentage response of under 50%, the company lacks in this department and needs to improve. The recommendation is for managers to go for training to know how to identify, recognise and praise agents who would have done well. As indicated earlier, job tenure and career growth are directly linked. With a combined agreement response of just over 40%, it does not paint a good picture; hence there is a need to make sure that management promotes an environment that makes agents want to stay. The five statements prior to this one all come to this point of whether the agents will want to stay longer or not, so it is imperative to have more management engagement and to address these issues raised so that the answers are more defined than just having a high number of neutral responses.

6.2.2.4 Management Factors

Management plays an integral role in how employees conduct themselves in the workplace. Depending on what is happening, management can promote or reprimand as a way of controlling conduct within the workplace. The way this happens has a direct impact on productivity and employee attitude. To some individuals, if one is to look in comparison with the prior statement on personal factors, it can be inferred that even if the remuneration is adequate, the way management approaches the agent can be a determining factor in them staying or leaving the company. There is a plethora of issues that various management scholars raised that when not done right, the next thing an employee does is to excuse themselves from that environment. Table 6.3 shows a breakdown of the statistics and the analysis following.

TABLE 6.3: MANAGEMENT FACTORS INFLUENCING EMPLOYEE TURNOVER

Row	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My manager is supportive of my role	37.63% (35)	37.63% (35)	17.20% (16)	7.53% (7)	0.00% (0)
There is a clear line of authority (I know who I report to)	46.24% (43)	41.94% (39)	6.45% (6)	5.38% (5)	0.00% (0)
Management is happy with my job output	32.26% (30)	37.63% (35)	26.88% (25)	2.15% (2)	1.08% (1)
Management is supportive of my personal development	24.73% (23)	39.78% (37)	22.58% (21)	12.90% (12)	0.00% (0)
Management gives me constructive feedback	35.48% (33)	35.48% (33)	20.43% (19)	6.45% (6)	2.15% (2)
I have a good relationship with my manager	44.09% (41)	33.33% (31)	17.20% (16)	4.30% (4)	1.08% (1)
There is open communication between me and my manager	41.94% (39)	33.33% (31)	19.35% (18)	5.38% (5)	0.00% (0)

Source: Own Construction

Conclusion: As indicated that support from management plays an integral part in an agent's work, the results here indicate that just more than 75% of the respondents indicated that management is supportive of their role. This is a very good thing considering that some of these agents are still young, and this may be their first or second job after leaving high school. In essence, when one is still at the grassroots of their career, they need all the support they can get, and it seems like Boomerang is doing reasonably well in ensuring that there is room for them to do this more. In an environment that is very fluid, fast paced and has a lot of reporting structures, it can be daunting or confusing whom to approach for any issue. Like in the case of Boomerang, in a campaign, there is the Campaign Manager, Assistant Campaign Manager, Team Leader and in some cases, Shift Leader. So, for those still in the infancy of their career, it can be confusing. However, it seems Boomerang is doing well on that front, with a total of just over 88%. This is a good thing that should be maintained. Among the many reasons like skill and education, the amount of compliments an agent gets from doing their job well speaks to how management is happy with their work, and while there is room for improvement, an agreeing percentage that is slightly over 69% indicates a fair assessment of the agent’s perception of the managers on their (agents) work quality. On this one, the onus rests on the agent to take the initiative to improve themselves to deliver better results. The better the job, the more management is happy with the output.

Personal development entails many factors, but in line with this research, it refers to what makes the agents do their job better. From the results, it is not convincing that management is supportive. Just under 65% response rate agree with this and in an environment where the employee must constantly upgrade themselves, there is need to do much more both from management in terms of support and from the agents in terms of taking the initiative. Feedback can do one of two things, either break or make a person, and the results here indicate that just over 70% of the participants agree that management supports them. It is a good start, but more can be done, especially for neutral ones, to boost the numbers of those who agree by ensuring that they give constructive feedback on work matters. Besides, giving constructive feedback is a management aspect that managers should know. So, if done right, it yields positive results. There is a somewhat similar trend in the last two points that examine the manager-agent relationship and communication. These two are linked in that they speak directly to how these two groups of people interact and looking at a 78% and 75% agreement on the two points, one can see a good relationship between the two parties. More can be done to up the numbers seeing that we have just over 35% combined of those that are neutral to both statements.

Recommendation: From the responses given above and the discussion in the conclusion section, there are many positives from the participants. However, there is need for more specific action to be done to better the results and, in particular, the improve the neutral responses as the numbers are good but not really good enough. As indicated earlier, there are many possible scenarios regarding the high number of neutral responses. For example, it may mean the respondents are not interested, or they simply do not know.

6.2.2.5 Training Factors

Productivity is a result of training; that goes without saying. There is, however, also experience that comes into play. At the same time, consistent training and upskilling keep employees up to date with current trends or new developments. In Boomerang, the company uses paid software to handle the calls. However, there is other proprietary software that they use from their clients to access their database to log and record calls. Considering this, it is important to note that if an agent is not adequately trained, they know very little to nothing of what is expected of them and when they are sent to do the work and results are expected, they get frustrated. In other words, the absence of training breeds redundancy and frustration. The table below and the following section analyse the results, draw conclusions and give recommendations.

TABLE 6.4: TRAINING FACTORS INFLUENCING EMPLOYEE TURNOVER

Row	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am happy with the training I have been given for my job	31.18% (29)	38.71% (36)	19.35% (18)	8.60% (8)	2.15% (2)
Training material is always up to date	25.81% (24)	26.88% (25)	27.96% (26)	17.20% (16)	2.15% (2)
I need more training to do my job	13.98% (13)	18.28% (17)	27.96% (26)	26.88% (25)	12.90% (12)
I am not happy with the training/I am under trained	7.53% (7)	16.13% (15)	21.51% (20)	29.03% (27)	25.81% (24)
Management always provides training when needed	22.58% (21)	27.96% (26)	31.18% (29)	18.28% (17)	0.00% (0)
The training I had was inline with my job description	33.33% (31)	37.63% (35)	18.28% (17)	6.45% (6)	4.30% (4)

Source: Own Construction

Conclusion: A good number of the participants agree that they are happy with the training they have been given at Boomerang. This is seen by more than 60% of respondents who agree and strongly agree with this assertion. There are still several neutral respondents who are indecisive about the statement. However, there is room for improvement in training as the researcher would want to have a higher percentage of those who agree, none on the neutrals and maybe a few who disagree, just as the results show. In the real world, not everyone agrees with everything but having a high number of neutral responses only dilutes the result as nothing can be solidly inferred from that result. Material relevance helps the agents do their job and can be seen in the production levels and quality. Trends are ever evolving, and training material becomes redundant if not updated. Just over 50% agree that the training material is up to date. This is not a good number, as they constantly recruit new people and are in a fast-paced environment that requires them to be regularly updated. There needs to be more effort and work from the management to motivate the neutral respondents to either agree or strongly agree. The need for additional training can mean mainly one of two things: either the agent is struggling to perform or training to become more efficient in what they already do. The results show an almost even balance between those that agree and those that disagree. Again, the results are distorted by the high number of neutral responses. In this case, it is not the management’s issue, but instead, this can be inferred as a lack of interest in responding to this statement because only the agent can determine if they need further training.

Just over 50% disagree that they are undertrained. In other words, they are happy with their training. There is need to increase this number in the future as there is need for more agents to be content with their training. Just over 23% agreed that they are not adequately trained. This could be several issues like too many queries or issues with their performance. However, this somewhat is handled by the next statement that asks if management provides training when needed to which just over 50% agreed. There is still a concerning 31% of neutral responses that have skewed the results, and as mentioned earlier, it can only result in assumptions because there is no valid reason to support neutral values, especially if the statement or question directly affects the agents. Relevance of training to what they are expected to do is essential. It’s neither professional nor proper to train someone and then set them to do something different. It paints a picture that the training was only to get through the induction process, which means that the company is very disorganized. Somewhat luckily, Boomerang has just above 70% of the respondents agreeing that the training they got is relevant to the job they are currently doing. There is always room for them to do better.

Recommendation: The general inference of these results is that Boomerang is barely scraping the minimum here if we are to look at the general outlook of the results. None of these results, whether collectively agree or disagree, have an 85% response rate. This signifies that they need to do more regarding training their employees and availing adequate and relevant material. This also presents an opportunity for the company to train managers to impart knowledge to the agents. Recommendations can be made for train-the-trainer workshops where they can get subject matter experts, and then they can be taught how to impart knowledge to the agents.

6.2.2.6 Job Scope Factors

Besides the agent and management, it is important to know what the actual job entails and how it relates to the agents. This is important because some of the stress points these agents face are not a result of interpersonal or management or remuneration; it is inherent to the job. Boomerang’s job scope is similar across the board for agents. This means that besides the different campaigns, the agents are expected to do more or less the same thing. The only slight distinction is the client systems they are trained on and if the campaign is outbound or inbound. These are small things that distinguish the jobs between the campaigns. The table below elucidates the results.

TABLE 6.5: JOB SCOPE FACTORS INFLUENCING EMPLOYEE TURNOVER

Row	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My workload is adequate	30.11% (28)	37.63% (35)	23.66% (22)	7.53% (7)	1.08% (1)
My job stresses me	18.28% (17)	22.58% (21)	34.41% (32)	16.13% (15)	8.60% (8)
I am fully aware of what I need to do in my job	49.46% (46)	36.56% (34)	9.68% (9)	3.23% (3)	1.08% (1)
My workload is too much	8.60% (8)	6.45% (6)	48.39% (45)	25.81% (24)	10.75% (10)
I do things outside my job description	19.35% (18)	22.58% (21)	24.73% (23)	22.58% (21)	10.75% (10)
My job description is adequate	20.43% (19)	26.88% (25)	44.09% (41)	6.45% (6)	2.15% (2)

Source: Own Construction

Conclusion: The general conclusion to these results is that there is a greater inclination to agree with the statements. On the question of the workload being adequate, just over 67% agree that it is adequate, meaning they do not feel overwhelmed or under much pressure. However, like most of the results that have been explained before, there is a high number of neutral responses, and in such a case, it leaves the researcher wondering what it is that could make up such a number. The same goes for the following statement, which is about job stress. Stress can come in various forms on the job, and this question sought to understand if the respondents are stressed. What is very worrying about this result is that the combined total of those that agree, just over 30%, is outnumbered by those that are neutral, sitting at just over 34%. This invalidates the data as neutral choices leave the researcher to speculative conclusions.

Being fully aware of what a job encompasses is a by-product of being adequately trained and that the duties have effectively been communicated to the agent. Eighty-six per cent of the respondents agree that they know what they need to do in their job, which is a good thing. Just like the statement about job stress, the question of job workload showed a response rate of just over 36% that disagreed with this statement. Shockingly a neutral response of more than 48% shows a 12% difference which is very concerning regarding the response. That difference is just 3% shy of those who generally agree, sitting at just about 15%. As indicated before, such a significantly high neutral value shows that either they are not interested in responding or did not know. Many assumptions can be drawn from this. Doing things outside a job description is a sign of a poorly designed job description, and this statement sought to understand how it is currently in the call centre. There is a relatively equal distribution of responses across this question except for those that strongly disagree, sitting at 10%. This statement is closely related to the next that speaks of an adequate job description. The percentage of those that agree with this statement, 47%, is slightly more than the neutral responses, 44%. Again, this high number of neutral responses dilutes the result as definitive answers cannot be deduced from this except assumptions

Recommendation: Most of the responses do not give much to infer a decisive conclusion to the issue of job scope factors. There are significantly high numbers of neutral responses, and as mentioned in other statements' conclusions, it does not help much in coming up with a correct recommendation. Giving recommendations on results based on inferences or guesswork does not help much in terms of recommending a solution, whether to solve a problem or enhance an already existing favourable position. However, there is work that needs to be done by management to better the results so that key issues like job stress, workload capacity and job description yield positive results. There is need to have positive results in the areas, and the numbers should show it.

6.2.2.7 Facilities/Tools/Equipment Factors:

Without equipment or adequately functioning equipment, one cannot do their job or do it properly. The crux of these statements under this category was determining the status of equipment in the call centre. In the call centre, there is need for adequately functioning computers and systems that allow agents to retrieve, amend and record customer information.

Table 6.6: Facilities/Tools/Equipment Factors influencing employee turnover

Row	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have adequate tools for my job	30.11% (28)	36.56% (34)	25.81% (24)	5.38% (5)	2.15% (2)
I am happy with the work conditions	23.66% (22)	30.11% (28)	35.48% (33)	7.53% (7)	3.23% (3)
My work equipment functions properly	24.73% (23)	29.03% (27)	24.73% (23)	15.05% (14)	6.45% (6)
The work environment is conducive	26.88% (25)	36.56% (34)	31.18% (29)	2.15% (2)	3.23% (3)
The facilities are in good working order e.g bathrooms	33.33% (31)	32.26% (30)	25.81% (24)	4.30% (4)	4.30% (4)
I need better equipment to do my job	18.28% (17)	19.35% (18)	34.41% (32)	21.51% (20)	6.45% (6)

Source: Own Construction

Conclusion: A combined total of 66% indicated that they have adequate tools for the job. This number could have been a lot more had the neutral respondents agreed. Nevertheless, at the same time, one can argue that the neutrals could have disagreed and meant that the combined number of the disagreeing respondents could have risen. Only one can assume based on that number of neutral responses. The same logic applies here, where the combined total of respondents who agree that they are happy with the work conditions is 63% of the respondents. This means that they are happy with the working conditions at the call centre, but then 35% of the respondents again indicated neutrality in this statement, and as alluded to in the previous question, one can only guess the reasoning behind such a huge number of neutral responses. There was an almost fair distribution of responses when the respondents were asked if the work equipment functions correctly. Just over 53% of the respondents agree that their equipment functions properly. For a company that deals with sensitive information and time-sensitive issues for clients, 53% does not represent a good number. There is need to up this number.

A conducive environment allows productivity to rise. Aspects of a work environment being conducive differ per person, but if they feel at peace in the work environment, that is good. Just over 63% agreed that the environment is conducive for them to do their work, supporting internal structures. Herzberg (1959) stated that hygiene factors are a long-standing contributor to productivity. If the work environment is not hygienic, it demotivates employees and affects production. 65% of the respondents agreed that the facilities are in good working order; however, another considerable number of 26% were neutral to this assertion. The need for better equipment results from realizing that more can be done, or productivity is stalled by inadequate equipment. This statement sought to find out how many respondents thought they needed new equipment to do their jobs better. 37% of the respondents agreed that they need better equipment to do their job, but there is also a 34% neutral response rate. It dilutes the result as no proper answer can be inferred from a neutral response. They are either not interested in participating, or they are not knowledgeable enough to know if they want better equipment, or they just do not care; one can never know.

Recommendation: the recommendation to the results shown above is that management should provide better equipment that allows the agents to do their job better. The numbers shown are not convincing enough, especially with the significant number of neutral values. One can only assume that if there were really good or bad equipment, the responses would lie on the complete end of the spectrum. Most of the responses also lie between strongly agree, agree and neutral. However, a solid recommendation is difficult to give because the results are not convincing. One cannot base a recommendation on an assumption shown by many neutral responses. These neutral responses can be assumed to go either agree or disagree.

6.2.2.8 Motivational Factors:

Motivation plays an integral part in the workplace. The workplace can have good equipment, adequate training, and effectively managed administrative functions, but without motivation, the employee may leave just because of that. Motivation comes in different forms, but at the end of the day, the result will be evident in productivity. The table below shows the results of the statement.

TABLE 6.7: MOTIVATIONAL FACTORS INFLUENCING EMPLOYEE TURNOVER

Row	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my job currently	25.81% (24)	26.88% (25)	34.41% (32)	11.83% (11)	1.08% (1)
I am given a chance to show my creativity in my team	27.96% (26)	31.18% (29)	24.73% (23)	15.05% (14)	1.08% (1)
I am motivated to go the extra mile for my job	32.26% (30)	26.88% (25)	26.88% (25)	10.75% (10)	3.23% (3)

Source: Own Construction

Conclusion: This category of questions concludes that just over 51% agree that they are satisfied with their job currently. That is a very low number of people to be satisfied with their job. Ideally, it should be about 85% thereabout. There is a 34% neutral response. Allowing creativity within teams is a great motivator as it shows management that they do not know everything and could learn from their subordinates. 58% of the respondents indicated that they are allowed to showcase their creativity in the team. This is a meagre number and a sign that management is somewhat stifling creativity. More effort needs to be made to move the neutrals from 25% to the positive. Going the extra mile is always out of one's interest and motivation, not due to coercion. It is a good feeling to do it when motivated well, and many motivation factors can push the agent to go the extra mile.

Recommendation: This recommendation is that management should not stifle creativity within their employees. A lot can be achieved when creativity is abundant, inevitably having a snowball effect on productivity levels and work quality. As it is, few people are motivated because they cannot express their creativity to the fullest, and the nature of the job itself does not lend itself to creativity. Management can do better than this.

6.2.3 Section C: Open-ended Questions

Even though not all the respondents fully utilized the opportunities to voice their opinions, they all spoke freely. The fact that most of the complaints or items raised were substantially the same or connected raises interesting questions about the organization's culture. Given that these individuals reported to various managers and supervisors, it only aided in a better understanding of corporate culture. The respondents were questioned about any factors regarding the operations and activities of the organization relating to the management and the company in general. Several comments were worded differently by the various respondents; comparable messages were grouped. Tables 6.8, 6.9, 6.10, 6.11, 6.12, and 6.13 below show the most common statements.

6.2.3.1 Request A: List 5 main problems you have / you are not comfortable with in your workplace.

TABLE 6.8: FIVE MAIN PROBLEMS EXPERIENCED WITH WORKPLACE

1	The hours we work are long, with short breaks. We'd appreciate lengthy breaks and properly staggered shifts so that no phone is left unmanned.
2	There is a communication breakdown between management and staff.
3	All employees and expect equal treatment; there seems to be an unfairness between management and different campaigns.
4	We do not have salary increases in line with the cost of living. We live hand to mouth.
5	There is a tendency for management to use positions to intimidate junior workers
6	Salary is not market related
7	Management needs to look at either getting a better accounting system or an additional person because problems with salaries pay-outs every month
8	Favouritism for certain individuals has been around for a while
9	We don't like micromanagement as this makes a lot of people nervous
10	Despite the load shedding, there are generator and Internet connectivity issues

6.2.3.2 Request B: List the five things you like most about your workplace

TABLE 6.9: FIVE THINGS MOST LIKED ABOUT WORKPLACE

1	My team and how close we are.
2	Vibe with my teammates
3	Opportunity to learn
4	The friendly competition between colleagues
5	Building relations
6	the ability to grow
7	I love the communication I can have with my team and team leader
8	Incentives and commission.

9	Growth opportunities
10	Management has an open-door policy

6.2.3.3 Request C: What can the company do to make you enjoy coming to work and doing your job?

TABLE 6.10: THINGS COMPANY CAN DO TO MAKE COMING TO WORK A JOY

1	The cost of living is going up regularly, and the remuneration is not going up commensurate thus, they should increase our pay to market-related rates
2	The screens we are currently using are not standard; they look ancient. Management should invest in getting better computers
4	The company enforces values that they seem not to abide by. Stick to the values that we put up that the company is supposed to have
5	In comparison to our colleagues in other call centres, the general work conditions could be better. working conditions
6	We haven’t had social events in a long time, and people are getting anxious that the culture committee is letting them down. Let the events happen that the culture committee has for Boomerang
7	We have a persistent problem of others seeing themselves as more special than others. Respect everyone no matter their position in the company
8	We entrust our managers with our private issues and do not expect them to be divulged. Honesty and not talking about others' personal stuff on the floor would be really appreciated
9	Our working hours are long, repetitive, and boring; we burn out easily. We’d appreciate having long breaks during working hours
10	Fridays are wind-down-end-of-the-week occasions, and we need more vibe in the office with some music and activities. Have more fun on Friday

6.2.3.4 Request D: List the five things you like most about your manager

TABLE 6.11: FIVE THINGS LIKED MOST ABOUT THE MANAGER

1	Friendly
2	Understanding
3	Always happy
4	Approachable
5	Attentive to detail
6	Caring
7	Good sense of humour
8	Helpful
9	Professional
10	Very supportive

6.2.3.5 Request E: If you were the call centre manager, what five changes would you bring to the current situation?

TABLE 6.12: FIVE CHANGES I WOULD MAKE IF I WAS MANAGER

1	Look at the senior managers and weed out the toxic ones causing staff to leave
2	People need to respect each other and not let an agent feel that they are replaceable
3	Have engagement programs like team building.
4	Paying the staff an average amount according to industry.
5	Get to know my employees and colleagues on a more personal level so I can understand their circumstances better, being more empathetic
6	More incentives, i.e., benefits, medical aid, funeral cover, provident fund
7	Hire someone to assist management with how to speak to/communicate with their teammates. (Empathy training/QA)

8	Upskill people in areas that would make it easier for work to continue.
9	Allow my employees a chance to voice their concerns and actually listen to understand and not just respond

6.2.3.6 Request F: State five reasons why call centre employees leave the call centre job in your view – you hear them discuss this all the time

TABLE 6.13: FIVE REASONS FELLOW EMPLOYEES GIVE FOR LEAVING THE CALL CENTRE

1	Better opportunity
2	Low pay
3	They are not happy with the shifts
4	Being treated unfairly
5	Long working hours.
6	Management
7	Spoken to in a manner that is disrespectful
8	The environment and what it became
9	Payroll cases are not being solved.
10	Being manipulated by management.
11	Unfairness

Admittedly this section discussed more thoroughly what the research instrument did not cover extensively in the first two parts. The objective was to give the respondents more room to be expressive. The questions leaned on what they like or dislike about their company and managers and what they could change if they were thrust into the position of authority. The general response is that the respondents are not happy with the remuneration. This is almost evident in more than one category where there is mention of remuneration being inadequate or market related. Management should know that remuneration is the basis for everything. People come to work to earn a living, and if their primary reason for waking up in the morning is not addressed effectively, people are more likely to leave and search for greener pastures.

Recommendations: It is highly recommended that management revisit their remuneration strategy to further engage with the agents and guarantee their performance. At the same time, the individual managers should continue to work hard on being empathetic and know that employees come from different backgrounds. The more a person feels they are understood, the better they perform. Finally, a solution for all of this can be easily found if management engages more with their subordinates in decision-making and allows them to showcase how creative they are.

6.3 Conclusion

The main objective of this study was to find out factors influencing employee turnover at a domestic outsourcer call centre, and this has been achieved. Many issues were revealed in this study, both good and not good. The main factor that this research has revealed contributing to a high turnover is remuneration and the associated benefits. As the study revealed, remuneration is the main reason why people go to work so that they can take care of themselves and their families. However, with the rising cost of living in South Africa and the remuneration not being adjusted accordingly, it became a frustration point for most agents. Also, one of the statements asked what their colleagues who have left said their reason was, and most responses revolved around remuneration. However, the research also revealed some excellent elements that are taking place in the company and that should be maintained and improved. For example, a good interpersonal and inter-campaign relationship has helped foster a good working environment, which is a good thing.

Some responses pointed out that managers need to work on their empathy and the ability to motivate and manage their team. However, some of the responses praised their managers, which is a good thing. A worrying trend was noticed in most of the responses, adversely affecting the results while simultaneously revealing a pattern that may need to be addressed should a study of this nature be conducted again. There were many neutral responses, which presented a challenge in that no conclusive results could be deduced. A neutral response can mean either they are not interested in responding, they do not know, or they just do not care. So, for questions that aim to address issues that could be beneficial to the respondents, if there is a high number of neutral responses, that issue may not be solved because the responses to the questions did not indicate if there was anything that needed attention. The study, in conclusion, has revealed specific issues that need to be addressed in the future for the call centre to be better informed and ultimately reduce employee turnover.

6.4 Recommendations for Future Studies

This research has set a platform for future research with a specific focus on employee management within the confines of the contact centre industry. Particular focus for the studies may be on Motivation and Leadership in the other types of call centres like international captive contact centres, domestic captive contact centres and international outsourced contact centres (Career Planet, 2019).

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Factors responsible for employee turnover at a domestic outsourcer call centre organisation in the Cape Metropolis

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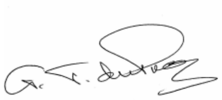

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QUESTIONNAIRE

Factors responsible for employee turnover at a call centre organisation in the Cape Metropolis

This is purely an academic exercise, do not; write your name or that of your firm. No information will be passed on to any authorities, you are safe and protected.

Please cross the applicable boxes (X)

SECTION A; BIOGRAPHY

1. How long have you been employed with the company?

Less than 1 year		1 year		2 years		4 years		More than 5 years	

2. Which campaign are you associated with?

Short Term Insurance	Butternut Box	Royal Canin	Gousto	Just Park	Motor Vaps	Quality Assurance	Hello Neighbour	Lead Gen	One Life

3. How long have you been involved in the campaign?

5 years		- 10 years		– 15 years		– more years	

4. How many agents are in your team?

5		10		-15		+	

5. Is your campaign Inbound or Outbound

Inbound		Outbound	

6. Have you ever worked in another campaign at before your current campaign?

Yes		NO	

7. How many calls do you handle per day in total

1-10		11 - 20		21 - 30		30 +	

8. Is this your first job since leaving high school?

Yes		NO	

SECTION B;

Please rank the following by crossing the most applicable.
1- strongly agree, 2 – Agree, 3 – neutral, 4 – disagree, and 5 – strongly disagree.

	Factors responsible for unprecedented employee turnover at a call centre organisation in the Cape Metropolis	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
	Administrative					
1	I was given a proper induction on joining	1	2	3	4	5
2	My admin queries are resolved on time	1	2	3	4	5
3	There is clear communication of roles and responsibility	1	2	3	4	5
4	I am allowed to participate in decision making	1	2	3	4	5
5	I feel secure in my job right now	1	2	3	4	5
6	There is a good company culture	1	2	3	4	5
	Personal					
7	I am satisfied with my remuneration	1	2	3	4	5
8	I get along well with my colleagues in other departments	1	2	3	4	5
9	I am happy with the remuneration benefits e.g medical aid	1	2	3	4	5
10	I see prospects of career growth here	1	2	3	4	5
11	My efforts are recognised in the company	1	2	3	4	5
12	I see myself staying longer here	1	2	3	4	5
	Management					
13	My manager is supportive of my role	1	2	3	4	5
14	There is a clear line of authority (I know who I report to)	1	2	3	4	5
15	Management is happy with my job output	1	2	3	4	5
16	Management is supportive of my personal development	1	2	3	4	5
17	Management gives me constructive feedback	1	2	3	4	5
18	I have a good relationship with my manager	1	2	3	4	5
	Training					
19	I am happy with the training I have been given for my job	1	2	3	4	5
20	Training material is always up to date	1	2	3	4	5
21	I need more training to do my job	1	2	3	4	5
22	I am not happy with the training/I am under trained	1	2	3	4	5
23	Management always provides training when needed	1	2	3	4	5
24	The training I had was inline with my job description	1	2	3	4	5
	Job Scope					
25	My workload is adequate	1	2	3	4	5
26	My job stresses me	1	2	3	4	5
27	I am fully aware of what I need to do in my job	1	2	3	4	5
28	My workload is too much	1	2	3	4	5
29	I do things outside my job description	1	2	3	4	5
30	My job description is adequate	1	2	3	4	5
	Facilities/Tools/Equipment					
31	I have adequate tools for my job	1	2	3	4	5
32	I am happy with the work conditions	1	2	3	4	5
33	My work equipment functions properly	1	2	3	4	5
34	The work environment is conducive	1	2	3	4	5
35	The facilities are in good working order e.g bathrooms	1	2	3	4	5

36	I need better equipment to do my job	1	2	3	4	5
	Motivation					
37	I am satisfied with my job currently	1	2	3	4	5
38	There is open communication between me and my manager	1	2	3	4	5
39	I am given a chance to show my creativity in my team	1	2	3	4	5
40	I am motivated to go the extra mile for my job	1	2	3	4	5

Anything else you want to say about the above, please write here:

……………………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

SECTION C

OPEN ENDED QUESTIONS

This section is intended for open discussion. Please feel free to openly discuss

REQUEST A; List 5 main problems you have / you are not comfortable with in your workplace.

1. ……………………………………………………………………………………
2. ……………………………………………………………………………………
3. ……………………………………………………………………………………
4. ……………………………………………………………………………………
5. ……………………………………………………………………………………

REQUEST B; List the 5 things you like most about your workplace

1. ……………………………………………………………………………………
2. ……………………………………………………………………………………
3. ……………………………………………………………………………………
4. ……………………………………………………………………………………
5. ……………………………………………………………………………………

REQUEST C; What can the company do to make you enjoy coming to work and doing your job?

1. ……………………………………………………………………………………
2. ……………………………………………………………………………………
3. ……………………………………………………………………………………
4. ……………………………………………………………………………………
5. ……………………………………………………………………………………

REQUEST D; List the 5 things you like most about your managers

1. ……………………………………………………………………………………
2. ……………………………………………………………………………………
3. ……………………………………………………………………………………
4. ……………………………………………………………………………………
5. ……………………………………………………………………………………

REQUEST E; If you were the call centre manager, what 5 changes would you bring to the current situation?

1. ………………………………………………………………………………………
2. ………………………………………………………………………………………
3. ………………………………………………………………………………………
4. ………………………………………………………………………………………
5. ………………………………………………………………………………………

REQUEST F; State 5 reasons why call centre employees leave the call centre job in your view – you hear them discuss this all the time

1. ………………………………………………………………………………………
2. ………………………………………………………………………………………
3. ………………………………………………………………………………………
4. ………………………………………………………………………………………
5. ………………………………………………………………………………………

THANK YOU FOR TAKING PART, THIS INFORMATION IS CONFIDENTIAL

Gmail

Tapiwa Mufunde <mufundetaps@gmail.com>

RESEARCH CONSENT LETTER

Robert Joubert <robert@boomerangsa.com> Wed, Jun 22, 2022 at 10:46 PM
To: Edmore Chinhamo <chinhamoedmore3@gmail.com>, Paul Oosthuizen <paul@boomerangsa.com>
Cc: Tapiwa Mufunde <mufundetaps@gmail.com>

Hi Edmore,

Thanks for your email.

Subject to commitments of confidentiality and an NDA in place we agree for Tapiwa to do the study.

Tapiwa to co-ordinate with @Paul Oosthuizen who has approved this request.

Best wishes to Tapiwa for a successful dissertation and completing his studies.

Robert Joubert | CEO

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