

https://dspace.org/

Factors influencing employee retention in the South African manufacturing industry

Masangwana, Asanda

2022
University of the Witwatersrand, Johannesburg
https://hdl.handle.net/10539/41626
Masangwana, Asanda. (2022). Factors influencing employee retention in the South African manufacturing industry [Master's dissertation, University of the Witwatersrand, Johannesburg]. WireDSpace.https://hdl.handle.net/10539/41626

Downloaded from a DSpace repository. https://dspace.org/

Factors influencing employee retention in the South African manufacturing industry

Asanda Masangwana

932985

A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, 2022

Protocol number: WBS/BA932985/476

DECLARATION

I, Asanda Masangwana, declare that this research article is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Asanda Masangwana

(Type your name in full here, and sign in the space above)

Signed at ……Boksburg……

On the ……21…… day of …August……2022…..

ACKNOWLEDGEMENTS

I would like to thank God for sustaining me throughout the journey.

To my amazing husband, my family and friends thank you for your support and holding my hand.

To my supervisor, Dr Robert Venter thank you for meaningful input, your guidance, it is highly appreciated and I am grateful.

SUPPLEMENTARY INFORMATION

Nominated journal:

Supervisor / Co-author: DR Robert Venter

Word count †:

Supplementary files: Survey Questionnaire

Statistical package for social science

Consent form

Ethics clearance form

Research title approval

† Including abstract references, etc.

ABSTRACT

This research project was to look at the relationship between employee development, remuneration, workplace environment and employee retention. In South Africa, many younger workers are willing to change jobs and move on with their careers, and this could be exacerbated by the changing workplace environment. Therefore, it is important to investigate the relationship between employee development, remuneration, workplace environment and employee retention.

The key research goals of this study were to see whether there was a link between employee development and retention, to see if there was a link between workplace environment and retention, and to see if there was a link between remuneration and employee retention. The quantitative research method was applied to achieve the research objectives of this study. The quantitative data used in this study was collected by means of an online survey and there were 187 research respondents who are employees in the manufacturing industry in South Africa. The data collected was analysed using SPSS Statistics 28.

The study's findings indicate a favourable association between employee development and employee retention in South Africa's manufacturing industry. This result is statistically significant at a 5% level (p-value < 0.001). Further, in South Africa's manufacturing industry, there is also a positive correlation between the workplace environment and employee retention. This result is also statistically significant at a 5% level (p-value < 0.001). In addition, there is a positive relationship between remuneration and employee retention in the manufacturing sector in South Africa. However, this outcome lacks statistical significance at a 5% level (p-value = 0.372). The study recommends promotion of openness in terms information access and reward system for all employees, provision of career development opportunities, performance-based promotions, competitive bonuses and other incentives, and reward of outstanding performance of all employees.

Table of Contents

CHAPTER 1: INTRODUCTION **10**

1.1 Problem Statement 11

1.2 Research Questions 12

1.3 Research Objectives 12

1.4 Significance of the study 12

1.5 Chapter outline 13

CHAPTER 2: LITERATURE REVIEW **14**

2.1 Introduction 14

2.2 Theoretical Review 14

2.3 The South African manufacturing industry 14

2.4 Employee Retention 15

2.5 Employee Development 19

2.6 Remuneration 22

2.7 Workplace Environment 23

2.8 Conceptual Framework 24

2.9 Conclusion 26

CHAPTER 3: RESEARCH METHODOLOGY **27**

3.1 Introduction 27

3.2 Research Design 27

3.3 Research Philosophy 28

3.4 Target Population 29

3.5 Sampling 30

3.6 Research Instrument 31

3.7 Pilot Study 32

3.8 Data Analysis 34

3.9 Validity and Reliability 31

3.10 Ethical Consideration 34

3.10 Conclusion 35

CHAPTER 4: RESULTS **36**

4.1 Introduction 36

4.2 Personal Details 36

4.3 Biological Sex 37

4.4 Age 38

4.5 Highest level of education 39

4.6 Occupational level 41

4.7 Job Category 42

4.8 Descriptive Statistics 44

4.9 Retention 45

4.10 Employee Development 47

4.11 Remuneration 49

4.12 Workplace Environment 52

4.13 Regression Analysis 54

4.14 Effect of employee development, remuneration and workplace environment on employee retention 55

4.15 Conclusion 58

CHAPTER 5: DISCUSSION OF RESULTS 60

5.1 Introduction 60

5.2 Employee Retention 60

5.3 To ascertain whether employee retention and development are related 61

5.3.1 Employee Development 61

5.3.2 Link between employee development and employee retention 62

5.4 To ascertain the connection between workplace environment and employee retention 63

5.4.1 Workplace Environment 63

5.4.2 Link between workplace environment and employee retention 65

5.5 To evaluate the connection between remuneration and employee retention 66

5.5.1 Remuneration 66

5.5.2 Link between remuneration and employee retention 66

5.6 Conclusion 67

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS 69

6.1 Introduction 69

6.2 Summary of Literature 69

6.3 Summary of Findings 70

6.4 Delimitation and Limitations 71

6.5 Recommendations 72

6.6 Suggestions for further research 72

6.7 Conclusion 73

REFERENCES 74

Chapter 1: Introduction

1. Introduction

According to Wulansari et al. (2020), employee retention attempts to maintain competent workers with the company for as long as feasible, because skilled employees are the organisation's most essential intangible assets. Employee retention defined as a strategy for ensuring that employees stay with afirm and remain loyal to it for a longer period (Yousuf, 2019). Also, employee retention is an important factor in determining a company's success. Furthermore, employee views towards their companies have shifted as the industrial sector has moved towards globalisation. Thus, the organisation must retain the educated and talented employees in their organisation during the time of high turnover rate (Yousuf, 2019).

Employee retention is viewed as one of the biggest challenges the leaders in large organisations are facing, as it is exacerbated by a scarcity of skilled workers, slowing economic development, and high employee turnover (Calvin, 2021). Losing key staff comes at a high cost to the businesses (Boushey, 2012). Therefore, organisations should identify their most valuable and productive employees and make every effort to accommodate their work, family, educational, and social demands (Boushey, 2012).

Sepahvand et al. (2021), state that recruitment, promotion procedures and human resource practices play a role in retaining strategic workers, while human resource policies have a direct impact on staff retention. Moreover, offering training on the business's purposes and objectives, effective employee recognition, and the usage of the reward system in each organisation can help to reduce non-managerial employee turnover (Yao, 2019).

1.2 Problem statement

The workplace environment has seen tremendous changes over the last few years following the COVID-19 outbreak. There have been disruptions in business operations across all industries including the manufacturing industry in South Africa. The adoption of new technology, working from home, and social distancing have become more important the past couple of years. However, employees had to adapt to this new normal and organisations ought to continually provide an enabling workplace environment through working conditions, employee development, and remunerations. In South Africa, many younger workers are willing to change jobs and move on with their careers (Ndlovu, 2018), and this could be exacerbated by the changing workplace environment. Therefore, companies in South Africa including those in the manufacturing industry ought to focus on employee retention rather than the battle for talent given the cost of new recruitment, on-boarding, and lost productivity resulting from staff turnover. Holton (2011), further argued that both employers and employees bear the cost of employee turnover because replacement costs and hidden organisational costs are significant for employers, while monetary and psychological costs are high for employees.

According to Statistics South Africa (2019), manufacturing currently accounts for 13.5% of the country's GDP which is equivalent to R386 billion in overall economic value. Manufacturing is South Africa's fourth largest industry. This industry has a large job market, valuable skillsets, and tremendous economic power. A knowledge economy is one that is heavily reliant on human abilities and imagination, the application of lifelong learning and adaptation- supported human intellectual resources, the creative application of existing knowledge, and the widespread growth of new knowledge through research anddevelopment (Bank, 2003). According to StatsSA (2021), South African manufacturing is the country’s fourth largest industry and currently has employed 1, 491, 000.00 total number of people which is equivalent to 40, 5% of the population.

Employee retention is one of the biggest challenges that South African companies are facing. This study aims to assess the factors that influence employee retention in the South African Manufacturing industry. The study will focus on employee development, remuneration and workplace environment. The results of the study will assist manufacturing industries to develop an effective strategy for retaining talent while also ensuring performance. The study's goal is to use the information gathered to create recommendations for improving employee retention in the manufacturing industry in South Africa.

1.3 Research questions

- What is the relationship between employee development and employee retention?
- How does the workplace environment impact on employee retention?
- What is the relationship between remuneration and employee retention?

1.4 Research objectives

- To ascertain whether employee retention and development are related.
- To determine whether the workplace environment has any bearing on employee retention.
- To evaluate the connection between remuneration and employee retention.

1.5 Significance of the research study

The aim of the study is to develop effective strategy for retaining talent in the South African manufacturing industry. Employee retention is one of the biggest challenges that South African companies including those in the manufacturing industry are facing. The significance of the study is that understanding employee retention strategy will reduce employee turnover, and this will in turn reduce employee replacement costs. As explained by Holton (2011), there are associated

replacement costs to employee turnover, and therefore a strategy for retaining staff will mitigate these costs.

1.6 Chapter outline

This chapter presents an introduction of the study. Chapter 2 presents the literature review while Chapter 3 covers the research methodology used. Further, Chapter 4 presents the data analysis results of the study while Chapter 5 discusses the results. Lastly, Chapter 6 concludes with the study's results and suggestions.

Chapter 2: Literature Review

2.1 Introduction

Chapter 2 presents the literature review of this study. In South Africa, many younger workers are willing to change jobs and move on with their careers (Ndlovu, 2018). This could be exacerbated by the changing workplace environment. This chapter focuses on employee retention and the factors that affect employee retention namely: employee development, remuneration, and workplace environment to lay a foundation for the research study. The literature review is from different sources.

2.2 Theoretical review

This study was based on the Herzberg's Theory of employee retention. According to Herzberg (2003), there are two dimensions of job satisfaction dissatisfies (hygiene factors) and satisfiers (motivators). Dissatisfies contain factors including management, organisational rules, working terms, supervision relationships, and remuneration. Satisfiers contain factors including the occupation, advancement, accomplishment, responsibility, and appreciation (Herzberg, 2003). Moreover, in terms of Herzberg's theory of employee retention, employees can be retained through minimising dissatisfaction and maximising satisfaction (Herzberg, 2003).

2.3 The South African Manufacturing Industry

According to StatsSA (2021), South African manufacturing is the country's fourth largest industry and currently has employed 1, 491, 000.00 total number of people which is equivalent to 40, 5% of the population. Africa's industrial expansion has a significant impact on the GDP and productivity of a country, which is evidence that manufacturing is important for the continent's economic development (Globe Africa Network, 2019). The Covid-19 restrictions have disrupted international

supply networks and forced businesses all over the world to diversify its supply sources. This offers the manufacturing industry in South Africa the chance to establish itself as a desirable business location. The plan is consistent with the Economic Reconstruction and Recovery Plan (ERRP) of the government since it intends to develop and diversify the manufacturing base, boost global competitiveness for the industry, and boost involvement in regional and international markets (Lebo Madiba, 2020).

2.4 Employee retention

The key source and dependent variable in this research study is employee retention. According to Yousuf and Siddqui (2017), employee retention refers to employees' desire to remain loyal to their current employers. This is what typically happens when employees are persuaded to be with the same organisation for a longer period. Karatepe (2013), defines job embeddedness as a three- dimensional retention approach for employees: linkages, fit, and sacrifice. Furthermore, Karatepe (2013), views a worker’s apparent compatibility with an organisation and his or her work setting is described as a worker’s apparent compatibility with his or her work setting, while fit is described as a worker’s apparent compatibility with an organisation. Links are defined as conventional or unconventional interactions between an individual and organisations or other individuals (Karatepe, 2013).

According to Khan (2014), it is impossible for firms to compete in today's competitive climate without the help of committed and competent human resources personnel and it has been established that loyal workers are the most productive and serve as the company's growth engines. This effect can be reversed. Khan (2014), also indicates that by keeping a skilled, effective, and devoted personnel, an organisation can gain a competitive edge because employees leave organisations due a multitude of factors that vary from one company to the next. Therefore, for organisation to stay competitive, they need to carefully assess this element to see if it is a strength or a weakness.

Sinha (2012), refers to employee retention as the creation and implementation of integrated strategies or systems aimed at boosting workplace productivity by streamlining procedures for luring in, training, retaining, and utilising individuals with the skills and aptitude to meet present and future business needs. Also, argues that employees may like and identify with their employer, resulting in loyalty, trust, and a willingness to promote them to other possible employees and clients. (Sinha, 2012).

A process known as employee retention ensures that an organisation's human capital including leadership, is always available to carry out its business plan and operations effectively and efficiently, both now and in the future. (Bussin, 2012). In a quickly changing workplace environment, the author emphasises the necessity of talent management as a retention strategy to maintain a continual supply of the necessary skills in the workplace. Employee retention refers to an organisation's efforts to keep employees who have received favourable feedback from the organisation and who would ordinarily only depart through voluntary resignation (Van Rooyen, 2010).

Employers want to hire and keep talented people. An employee must have certain skills that are unique and will contribute to the success and growth of an organisation in order to be employed and retained by the organisation (Botha, Bussin, & De Swardt, 2011). Talent is the term for this. Talent is characterised as an individual's unique capacity to carry out his or her responsibilities in accordance with the organisation's growth strategy (Botha, 2011). Organisations that are able to nurture, and keep great talent will thrive, those who cannot will find it difficult to remain standing. As the global economy has become more knowledge-based, businesses have found that hiring and maintaining high-quality employees has become a competitive advantage (Barik, 2016).

One of the most investigated concerns in the field of management across all professions has been the relationship between employee retention and work happiness (Biason, 2020). Employee retention is also important for a company's competitive edge because it influences efficiency, production, and long-term viability.

Employee retention is the process of persuading employees to stay with the organisation for as long as feasible or until the project is completed. Even though it has become a corporate concern, employee retention benefits both the organisation and the individual (Biason, 2020). Employee retention is a method for reducing turnover and retaining exceptional personnel to achieve organisational success. It is difficult to achieve, however, because brilliant individuals are in high demand and readily enticed by competing organisations that provide attractive incentives and salary (Samuel, 2009).

According to Hebenstreit (2008), employee turnover raises the cost of resources, recruiting, and the time it takes to replace open positions. The cost of recruiting a new employee to an organisation range from half to 200% of the previous employee's salary (Hebenstreit, 2008). Advertising and compensation overlap are among the higher costs associated with recruitment, making it harder to maintain a favourable work culture and morale. High personnel turnover often results in missed opportunities for departments to fulfil production goals and budgets, resulting in increased costs to the organisation (Hebenstreit, 2008).

According to research published by the Society for Human Resource Management (SHRM, 2004), 75% of employees are actively looking for a new job. Employers whose financial line is based on staff productivity should be concerned about this high percentage. According to the survey, 43% want a new job for greater pay, 32% want better career chances, and 22% are unhappy with their current employment's opportunities (SHRM, 2004). Employers of choice are organisations that recognise this and adopt measures to solve these concerns (Dibble, 1999) .This implies being an employer who understands that the workplace's stability is determined by workforce diversity, great talent, and relationship growth.

According to Luscombe et al. (2012), recruiting and employing the finest individuals, as well as retaining potential employees, will address the talent shortage and contribute to the organisation's success, while Taylor (2006), indicates that boosting

employee retention will result in lower incremental human resource costs. According to Stumpf et al. (2013), retaining potential employees will help firms save money on replacement recruiting, selection, and on-boarding.

The effort made by an organisation to keep potential personnel to accomplish corporate objectives is known as retention (Govaerts, 2011). Chaminade (2007), refers to retention is the goal of an organisation in keeping its staff on board for a longer period of time. Furthermore, Browell (2003), views employee retention as the activity of keeping potential employees in the organisation and not losing them to competitors for any reason. The author also clarifies that potential employees are individuals who have jobs that are critical to the organisation's success. As a result, employee retention is not only meant to keep high-performing employees, but it also focuses on strategies to keep key positions open due to a scarcity of competent applicants from outside sources. Due to limited resources and the need for their knowledge for business growth, technical professions like research and development engineer and technician are regarded a source of competitive advantage in the solar manufacturing industry.

Biason (2020), defines eemployee retention is an important for a company's competitive edge because it influences efficiency, production, and long-term viability. The author also states that even though it has become a corporate concern, employee retention benefits both the organisation and the individual (Biason, 2020).

According to professional services company PwC (2022), the retention of people will likely continue to be a significant risk factor for businesses in 2022 as the great resignation trend shows no signs of abating. According to Remchannel, Old Mutual's reward management platform (2022), South African businesses are experiencing greater resignation rates than they were prior to the epidemic. Remchanne furthers state that in 2021, resignations accounted for more than 36% of all terminations, up from 28% to 32% in the years prior to Covid-19.

2.5 Employee development

According to Elena (2000), one of the most critical functions of Human Resource Management is employee development. The author defines employee development as a development of an individual employee's abilities as well as the abilities of the organisation. As a result, employee development includes both individual and organisational growth, as when employees of the organisation develop the organisation, the organisation flourishes and employee performance improve (Elena, 2000). Employee development activities are extremely important for employees because they demonstrate that the company cares about its people and wants them to grow (Elena, 2000).

Chay and Norman (2003), state that to improve employee performance, it is critical to invest in the employee's perceived developing activities. As a result of the organisation's investment in perceived developmental activities, it has a competitive advantage (Chay, 2003). Most organisations do not place a high importance on staff development because they are only concerned with attaining the organisation's objectives, they are unconcerned about employee development (Chay, 2003). As a result, organisations that focus on employee development initiatives will be able to help employees improve their abilities (Chay, 2003).

According to Gomez-Mejia et al. (2012), employee development is a constant effort to focus on competent employees within the organisation. While Aguinis (2009), views employee development is a systematic technique to boosting organisational effectiveness by growing and strengthening employee competencies. Boon et al. (2011), defines continuous learning and development of general job- and career-related skills as a comprehensive strategy for managing human resources. Aguinis

(2009), states that prior research, perceived employee growth is linked to improved retention rates because it improves the social exchange relationship between the employee and their company (Dysvik, 2008).

According to McCauley and Hezlett (2001), employee development is about the extension of an individual's capacity to function effectively in his or her current or future employment and work organisation. Formal education, job experiences, professional relationships, and personality, skills, and abilities assessments are all development activities that help employees grow professionally (Klein, 2014). Classroom training, on-line courses, college degree programs, and mentorship programs are examples of formal development programs that are deliberately structured with goals, learning objectives, assessment tools, and expectations (Chen & Klimoski, 2017).

Kyndt at el. (2009), found that employees' perceptions of the relevance of learning and the quality of the workplace environment are major predictors of their desire to stay with their current employers. The author further states that employee retention has been proven to be strongly influenced by appreciation and stimulation. Also, employers who provide educational opportunities are admired by staff, and young professionals frequently ask for financing to further their education and broaden their skill sets (Kyndt, 2009). In order to foster and promote employee retention, organisations must enable their staff through offering learning opportunities (Kyndt, 2009).

Investment by an organisation to employees' professional development is necessary if it hopes to retain them for a longer time because employees leave organisations due to lack of promotion opportunities, which will result to high staff turnover. (Khan, 2014).Employees want to advance in their careers, and businesses needs smart employees to give them a competitive advantage (Khan, 2014). This phenomenon is popular among in South African's who do not want to stay in one job for an extended period. People will look for other opportunities outside of an organisation if it cannot

provide them with opportunities and a promise of progress. The author indicates that most organisations have a higher rate of turnover among young professionals, while older employeesa lower rate (Bhoola, 2008).

According to Gomez et al. (2012), training provides employees with specialised techniques and skills and aids in the correction of deficiencies in employee performance, whereas development provides employees with the skills and talents that the organisation will require in the future. Employee development is vital for both the employees and employers (Hall, 2002). Employee development is mutual beneficial process because it gives imperative outcomes to employer and employees (Hall, 2002). Organisations require skilled and productive individuals to obtain and maintain a competitive advantage, and the staff require career advancement to enhance and expand their skills (Prince, 2005). Employee retention is said to be influenced by training and career development (Messmer, 2000).

According to Up Counsel Technologie (2022), employee development attempts to promote the idea that the people who comprise a company are its most significant assets and the foundation of its productivity. Employee development must take into account the interests of both the employee and the business because every employee contributes to the success or failure of an organisation. This participation from both parties is essential for improving the knowledge and skills of the workforce. Up Counsel Technologies (2022), further indicate that the help an employer provides to employees through various training programs to expand their abilities and learn new things is also known as employee development. Employees ought to be trained and equipped to handle even the worst circumstances. Enhancing one's education is crucial for keeping up with the times, and employee development fosters and encourages workers to strive to become their own valued resources that may help the business.

2.6 Remuneration

According to Khan (2014), lower pay, incorrect recruitment and poor working conditions have been identified as a source of employee turnover because all of these have a negative impact on employee turnover. Therefore, remuneration is a big influence in employee turnover, especially among lower- level workers who want to make more money so they may live more meaningfullives or afford better lifestyles. Most people are drawn to new employment prospects by a higher salary, which is followed by other variables (Khan, 2014). Remuneration is the portion of an organisation's earnings that is distributed and exchanged among employees (Henderson, 2000).

Remuneration is defined by Gomez-Mejia et al. (2012), as a total remuneration package that a quantified total incentives package delivers to employees in exchange for their efforts. Base salary, indirect perks, and pay incentives are all included in these total rewards. According to Mondy (2008), total remuneration is the sum of all rewards received by employees in exchange for executing their obligations. Salary, benefits, money, and non-financial rewards are all key components of total remuneration. The most significant aspect in attracting and keeping talent is monetary remuneration (Willis, 2000). Compensation and benefits directly affect an employee's performance and motivation at work, therefore they are significant factors in determining an employee's contentment with their place of employment. As a result, it is crucial that an HR department make sure the pay and benefits provided to their staff are sufficient to maintain a good level of morale (Maggie Wool, 2022).

2.7 Workplace environment

According to Shubhash and Kundu (2017), 80% of employees want to work in a better environment. The authors further explain that to retain professional staff, it is therefore critical to developa work atmosphere that is conducive to organisational support and the expected retention has been found to be cultivated in a supportive workplace environment. To retain qualified personnel, it is critical for a company to aim to establish a positive working environment for its staff (Mishra, 2007). Experts who are dissatisfied with their workplaces will leave, particularly in nations like South Africa, where there is a scarcity of competent professionals and a limited number of organisations to choose from (Mishra, 2007).

Furthermore, today's excellent relationships in the industry, enabled by social media platforms, make it simpler for information to disseminate within professional communities, making it easier to easy to disparage companies with poor working conditions. As a result, attracting qualified and in-demand employees will become more difficult for sucha company. Companies with a great workplace environments are more easily publicised among other professionals, making it easier for those companies to attract talented employees (Mishra, 2007).

A supportive workplace environment is one in which employees have access to supervisory or peer help, as well as the ability to practice new skills on the job (Shubhash, 2017). The idea that organisational support promotes employee affective commitment and strengthens their emotional relationship with the company is promoted by both organisational support theory and social support theory (Shubhash, 2017). Employees need to feel valued and encouraged because it gives them a sense of importance within the organisation.Employees that feel significant and appreciated will be more dedicated to the organisation since they will realise that their contributions are valued (Shubhash, 2017).

One of the most critical variables in employee retention is the workplace environment (Zeytinoglu, 2005). According to Ramlall (2003), people want to work for and remain with organisations that provide a positive and enjoyable workplace environment in which employees feel valued and have a positive impact and employees who are capable in such organisations band together to propel the company ahead. Workplace culture has a big impact on how an individual thinks and develops.A positive workplace culture may inspire employees to continuously create high-quality work (Indeed Editorial Team, 2022). A productive workplace fosters a culture that influences employees' development, attitudes, and mindsets. Positive work environments may contribute to employees feeling satisfied with their employer. Maintaining a healthy company culture can help businesses create a great work environment by fostering employee development, fostering communication, and assisting staff in feeling at home and safe at work (Indeed Editorial Team, 2022).

2.8 Conceptual framework

The conceptual framework is based on the literature review concepts discussed above. This literature review examined employee retention and the factors that affect employee retention namely: employee development, remuneration, and workplace environment to lay a foundation for the research study. Figure 2.1 is the conceptual framework of this study and the model on which the regression analysis is based. As shown on Figure 2.1, employee development, remuneration, and workplace environment affect employee retention. The effect of employee development on employee retention is depicted by a while that of remuneration is depicted by b. In addition, the effect of workplace environment on employee retention is depicted by c while the error term is depicted by ε. The magnitude of these effects a, b, and c were determined by means of a multiple regression analysis.

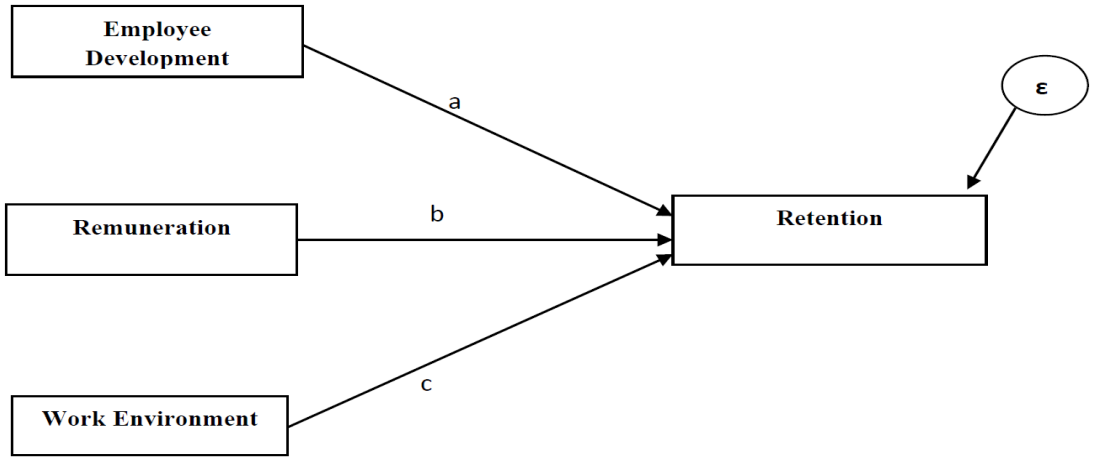


Figure 2.1: Conceptual framework

Source: Own

To determine the magnitude of these effects *a*, *b*, and *c* using multiple regression analysis, the following hypotheses H_1, H_2, and H_3 were tested respectively.

2.7.1 Link between employee development and employee retention

- H_1: There is a link between employee development and employee retention among employees in the manufacturing industry in South Africa.

2.7.2 Link between workplace environment and employee retention

- H_2: There is a link between workplace environment and employee retention among employees in the manufacturing industry in South Africa.

2.7.3 Link between remuneration and employee retention

- H_3: There is a link between remuneration and employee retention among employees in the manufacturing industry in South Africa.

2.9 Conclusion

Chapter 2 has reviewed the relevant literature on employee retention and the factors that affect employee retention namely: employee development, remuneration, and workplace environment to lay a foundation for the research study. The conceptual framework, Figure 2.1 was conceived based on the results of the literature review and the outlined hypotheses were proposed based on the literature review and the research questions and objectives. Chapter 3 of this study details the research methodology that was followed to carry out this research with the aim of addressing the research objectives and hypotheses.

Chapter 3: Research Methodology

3.1 Introduction

The research method that will be used in this study is described in this chapter. A research methodology is a technique for identifying, selecting, processing, and analysing material regarding a research topic that is used in a study (David, 2000). It explains how a researcher designs a study in a systematic way to provide accurate and reliable results that address the study's objectives and goals. It also specifies what data will be collected, where the data will come from,and how the data will be collected and analysed (Jansen, 2020).

3.2 Research design

This section covers the research design of the study. According to Zikmund et al. (2010), a research design is a main strategy that includes systematic processes and strategies for collecting and analysing survey data. The goal of research design is to devise a strategy for conducting research to solve an issue by gathering relevant data. Furthermore, Khan (2014), highlighted that research design is a roadmap for achieving research objectives and answering research questions, as well as ensuring that the data gathered is relevant to solving a problem. Research design is the structure that enables a researcher to conduct the research in an appropriate, efficient, and effective manner (Adams, 2007). The research designs that can be used for addressing research objectives include the exploratory, explanatory, descriptive, and cross-sectional research design (Saunders, 2012). A cross-sectional research design involves collecting data from several different entities at a particular point in time altering or manipulating the environment (Saunders, 2012). Thus, a cross-sectional research design could provide insights into the relationship between employee development, remuneration, workplace environment and employee retention in the manufacturing industry in South Africa. The study used multiple

regression analysis to test the hypotheses on the relationship between independent and dependent variables. Online questionnaires were used to conduct the survey and the respondents were responsible for reading and answering the questions.

3.3 Research philosophy

This section explains the research philosophy of the study. According to Saunders et al. (2012), research philosophy relates to the development of knowledge and the nature of that knowledge. A research philosophy is an opinion on how research data ought to be collected, analysed, and utilised (Saunders, 2012). Figure 3.1 shows the research onion representing the different interdependent stages of the research process from adopting a research philosophy at the outside layer to defining the data collection methods deep into the figure (Saunders, 2012). In total, there are five different interdependent layers of this model that was adopted for this research.

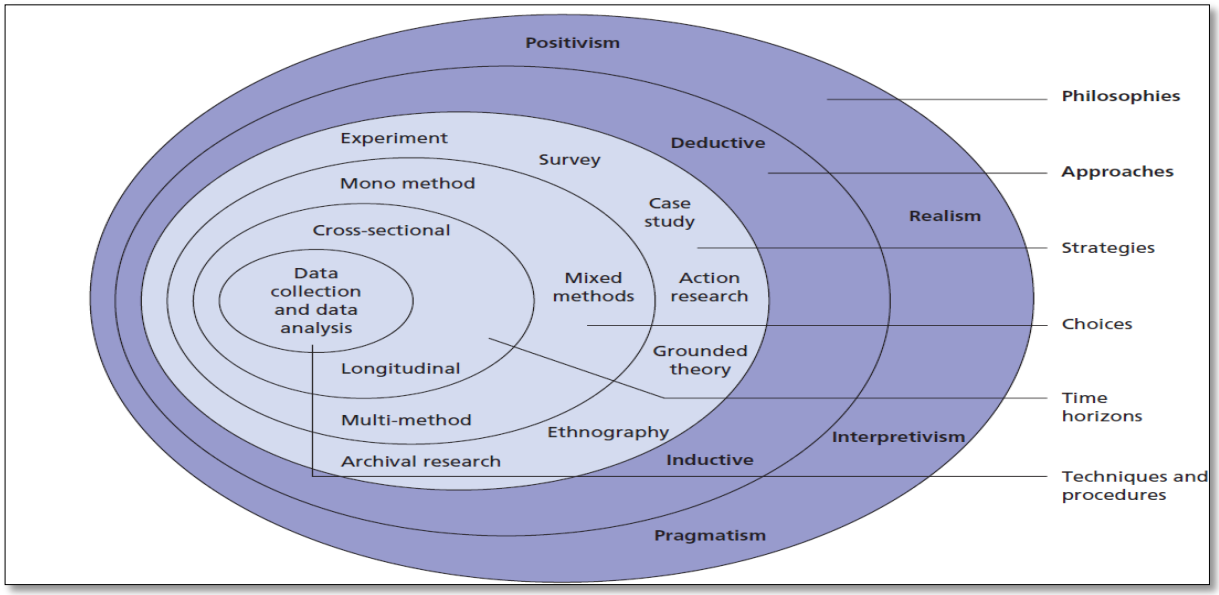


Figure 3.1: The research opinion

Source: Saunders et al. (2012)

As shown in Figure 3.1, there are four research philosophies namely positivism, realism, interpretivism, and pragmatism (Saunders, 2012). Furthermore, these philosophies can be categorised into three approaches or methods for research purposes namely the quantitative research method, the qualitative research method, and the combined or mixed research method (Saunders, 2012).

As Babbie (2014,) explains, the quantitative research methodology, more often than not, utilises the use of questionnaires to gather useful numeric data. In addition, Johnson and Christensen (2017), state that the quantitative methodology involves the empirical formulation and testing of hypothesis with the end goal of explaining behaviour. Moreover, Cooper and Schindler (2013), state that the quantitative research method is the dominant scientific research method. Conversely, the qualitative research method involves the gathering of useful verbal information with the end goal of gaining an understanding of human behaviour and the reasons that govern such behaviour (Denzin, 2011). However, the researcher adopted a quantitative approach to investigate the relationship between employee development, remuneration, workplace environment and employee retention in the manufacturing industry in South Africa because quantitative models make use of empirical precision through the testing of hypotheses (Cooper, 2014). In addition, the quantitative model, more often than not, includes the utilisation of surveys and factual techniques that create numeric data (Saunders, 2012).

3.4 Target population

This section covers the target population of the study. A research population is comprised of a complete group of elements that have a common set of characteristics (Zikmund, 2010). Keller and Warrack (2006), described a population as the collection of all elements of interest to a researcher and that the population is the complete set of observations under study. In addition, Weiers (2011), referred to the population as the universe of the entire set of people or objects of interest. Weiers (2011), further states that the population is the universe comprised of the set of all possible elements

that could theoretically be observed or measured. The target population of this study was comprised of all the employees in the manufacturing industry in South Africa. This population was estimated at about 1.5 million employees (Statista.com, 2020). However, the accessible population is only about 10,000 employees, and the study's sample came from this reachable population and then invited each member of this sample to participate in an online survey bearing in mind the important mission of gathering useful data about this study.

3.5 Sampling

This section covers the sampling of the study. As Weiers (2011), explains, sampling as a methodical removal of members from a population in order to collect relevant data about the population as a whole. Keller and Warrack (2006), define a sample as a set of data drawn from the population and that a sample is a subset of the population. According to Weiers (2011), a sample is a smaller number or subset of the elements that exist within the larger population. Weiers (2011), further states that a sample is a selected portion from the elements within the population, with these elements actually being measured or observed.

Both random sampling and non-random sampling are types of sampling procedures (Saunders, 2012). While there is no probability associated with the selection of each member in non-random sampling, there is a likelihood associated with the selection of each member in random sampling (Saunders, 2012). According to Edwards and Holland (2013), probability sampling in quantitative research is achievable. In addition, Edwards and Holland (2013), state that a sample ought to provide the most useful data for answering the research questions. In this study, the sampling of employees from the manufacturing industry in South Africa was a non-random sampling technique because the researcher only targeted respondents in the online platform LikedIn.com who are employees in the manufacturing industry in South Africa. The sample comprised of 187 research respondents who are employees in the manufacturing industry in South Africa. The study initially made provision for a

sample size of 150 respondents. In statistical analysis, a sample size of 30 or more respondents are often considered sufficient for the central limit theorem to hold (Weiers, 2011). The central limit theorem (CLT) states that the distribution of sample means approximates a normal distribution as the sample size gets larger, regardless of the population's distribution (Weiers, 2011). Consequently, a sample size of 187 research respondents who are employees in the manufacturing industry in South Africa was representative of the population.

3.6 Research instrument

This section details the research instrument and the data collection process of the study. According to Collis and Hussey (2003), the questionnaire is an often used instrument that consists of a series of clearly stated and tested questions designed to elicit reliable responses from a research subject. Furthermore, Collis and Hussey (2003), explained that questionnaires can be used to collect large sample of data and do not take time compared to interviews. More so, the use of on-line questionnaires provide advantages such as access to unique populations and timeliness (Wright, 2005).

The questionnaire used for this study was adapted from that of an earlier study of a related topic "*Identifying factors for employee retention using computational techniques…"* (Halim, 2020). The online questionnaire was hosted on the data collection platform Qualtrics.com and the link was published on LinkedIn.com. The introductory page of the online questionnaire contained the aim of the study and the instructions for responding to the questions. The researcher clearly stated and explained to the research respondents that their participation was voluntary and also that their anonymity within the study was guaranteed.

The data for this study was collected through the use of online questionnaires published on LinkedIn.com. As Saunders et al. (2012), explained, the process of acquiring pertinent data for a research project is known as data collection. An online survey was used in this study to collect quantitative data.

3.7 Pilot study

This section explains the pilot study that was undertaken. Pilot study is the testing of the questionnaire items in order to assess the validity of the questions and reliability of the data collected (Yujin, 2011). The set of research questions used in this study were pilot tested using a sample of five research respondents before they were actually used to collect data. Even though the test sample was not used subsequently, this helped the researcher to reword some of the questions in order to ensure that the respondents had no problem in answering the questions and also that the researcher had no problem in analysing the data. Specifically, the scale of the Likert-like questions used to measure the dependent variable employee retention and the independent variables employee development, remuneration, and workplace environment were adjusted to avoid reverse coding of the data.

Table 3.1: Adjustment of the scale of the Likert-like questions

Likert-like measure	Measure in original questionnaire	Measure in adjusted questionnaire after pilot study
Strongly Agree	2	5
Agree	1	4
Neutral	3	3
Disagree	4	2
Strongly Disagree	5	1

3.8 Data analysis

This section explains how the data analysis was carried out. Data analysis is a way of organising, summarising, and manipulating data with the aim of highlighting information (Adeer, 2011). The researcher utilised inferential statistics to analyse the

quantitative data gathered. According to Weiers (2011), inferential statistics includes drawing suggestions that go beyond the sample data alone such as trying to draw conclusion from the sample data what the entire population might hold about the topic. Also, inferential statistics can be used to make decisions of the likelihood that an observed difference between groups is either a dependable one or one that might have happened by chance in the study (Weiers, 2011). Consequently, inferential statistics is used to make inferences from a sample data to a more general condition of the population (Weiers, 2011). In this study, multiple regression analysis was carried out in order to test the relationship between the variables under study (Weiers, 2011). To facilitate the data analysis phase of this study, the researcher captured all the responses into the SPSS (IBM, 2022) quantitative data analysis programme and frequency, descriptive, and multiple regression analyses were carried out. Figure 3.2 is a screen shot showing the data analysis variables captured on SPSS (IBM, 2022).

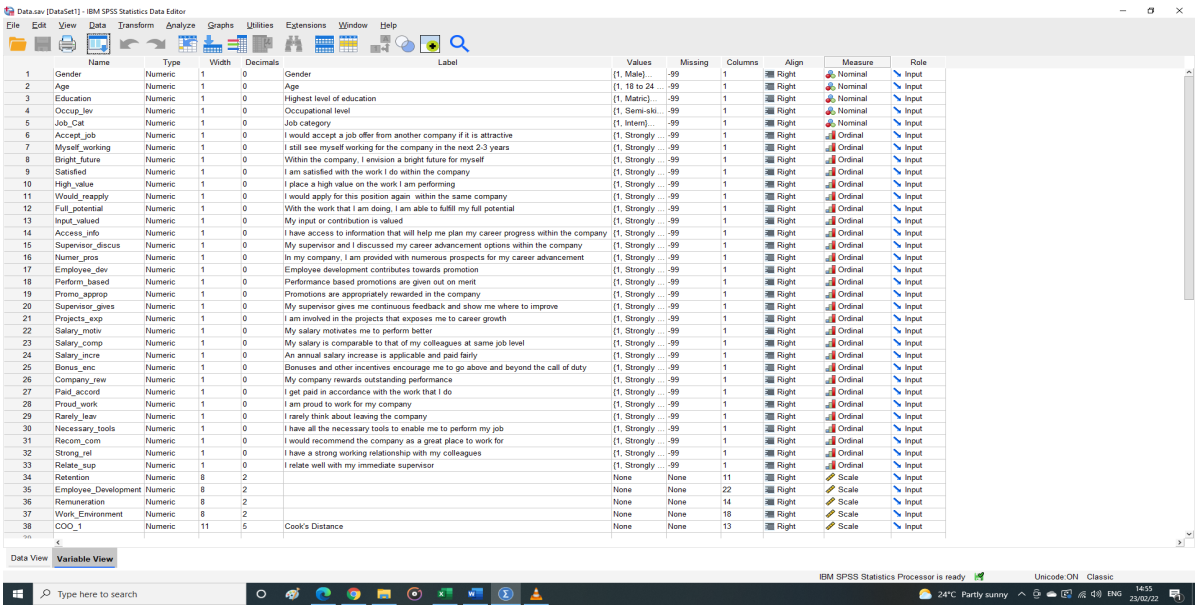


Figure 3.2: Data analysis variables

Source: SPSS 28 (IBM, 2022)

3.9 Validity and reliability considerations

This section details the validity and reliability considerations of the study. According to Saunders et al. (2012), validity is a measure of whether the findings are really about what they represent. External validity is a measure of whether the research results are generalisable (Saunders, 2012). Reliability is the extent to which data collection methods or analytical techniques will yield consistent findings (Saunders, 2012).

In this study, content validity was achieved by using a variety of closed-ended questions the variables. In addition, external validity of the closed-ended questions was achieved through a pilot study before the actual administration of the questionnaires. The pilot study ensured that the closed-ended questions were suitable and accurate for quantitative data collection (Cohe, 2011). Moreover, the reliability of the data and analysis results were achieved by utilising different questions that tested the same concept in different areas thus re-testing the consistency of the respondents' answers (Babbie, 2014). In addition, the Cronbach's alpha was calculated using SPSS (IBM, 2022). Cronbach's alpha is a measure of scale reliability that shows how closely related a set of items are as a group (Nunnally, 2010).

3.10 Ethical considerations

Scientific research cannot be acceptable without taking into consideration ethical implications of the study (Creswell, 2014). Ethical considerations are, therefore, a universally acceptable norm and set of standards that are generalisable and important to consider in gathering empirical evidence for the study. For this specific study, the following considerations were used to ensure ethical concerns were addressed throughout the research process:

Anonymity: The research ensured that the identity of the research respondents was protected in keeping with the ethical requirements of privacy and confidentiality in research.

No harm: The research ensured that there were no acts of harm on the contributors to the research, either emotionally or physically.

Informed consent: The research ensured that there was informed consent from all the participants to the study. In addition, survey participants were made aware that their participation will essentially be voluntary and could withdraw from participation in the study at any time.

3.11 Conclusion

Chapter three outlined the methods followed to address the research objectives of this study. The researcher used the online questionnaire method in a descriptive research design to collect data and the sample comprised of 187 research respondents. Prior to the data collection phase of the study, a pilot study was conducted using a small sample of five respondents. A high professional standard was maintained throughout this research and the researcher utilised the quantitative research method to investigate the relationship employee development, remuneration, workplace environment and employee retention in the manufacturing industry in South Africa. The data was analysed using the SPSS quantitative data analysis programme. Chapter 4 is the presentation of the data analysis results.

Chapter 4: Results

4.1 Introduction

Chapter 4 presents the results of the data analysis of this project. There were 187 research respondents, and the data was analysed using SPSS. The aim of this study was to develop effective strategy for retaining talent in the South African manufacturing industry. The research objectives of the study were as follows:

- To ascertain whether employee retention and development are related.
- To determine whether the workplace environment has any bearing on employee retention.
- To evaluate the connection between remuneration and employee retention.

The subsequent sections contain the demographic information and the results of the descriptive statistical and regression analyses.

4.2 Personal details

Personal details are demographic information that provide additional information about the research respondents, and thus, offer perceptions of the characteristics of the research respondents in the context of the phenomenon under study (Creswell, 2014). In this study, personal details are comprised of biological sex, age, highest level of education, occupational level, and job category. The appending sub-sections present the demographic information of this study.

4.2.1 Biological sex

The biological sex of the research respondents is summarised in Table 4.1 and Figure 4.1.

Table 4.1: Biological sex of research respondents

Biological sex of research respondents	Frequency	Percent
Male	81	43.3
Female	93	49.7
Missing	13	7
Total	187	100

Source: SPSS 28 (IBM, 2022)

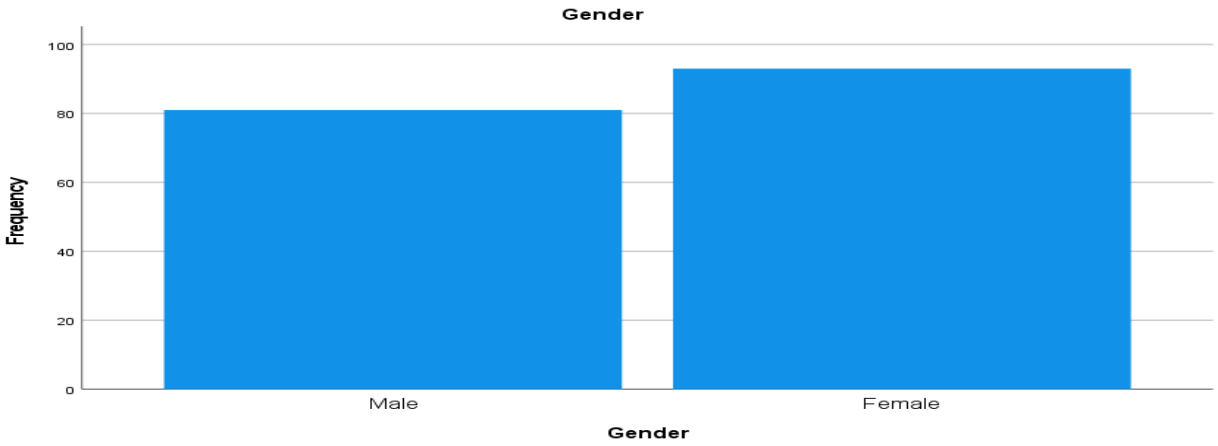


Figure 4.1: Biological sex

Source: SPSS 28 (IBM, 2022)

As presented in Table 4.1 and Figure 4.1, 43.3% of the 187 research respondents are male while 49.7% are female.

4.2.2 Age

The age of the research respondents is summarised in Table 4.2 and Figure 4.2.

Table 4.2: Age of research respondents

Age of research respondents	Frequency	Percent
18 to 24 years old	5	2.7
25 to 34 years old	107	57.2
35 to 44 years old	53	28.3
45 to 54 years old	7	3.7

Source: SPSS 28 (IBM, 2022)

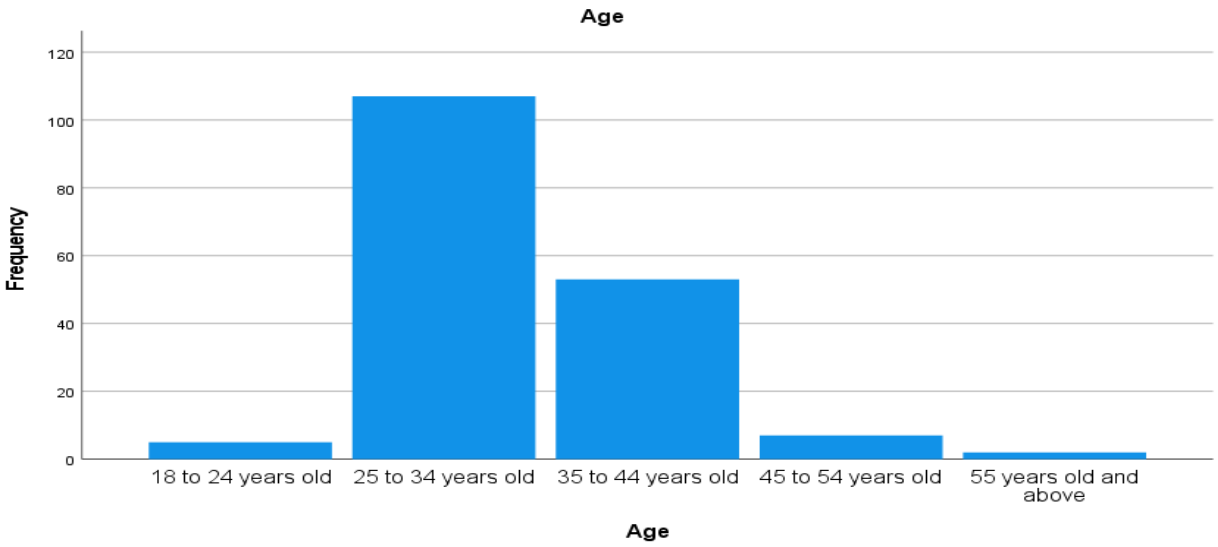


Figure 4.2: Age of research respondents

Source: SPSS 28 (IBM, 2022)

As displayed in Table 4.2 and Figure 4.2, 2.7% of the 187research respondents are aged between 18 to 24 years while 1.1% and 3.7% are in the age groups of 55 years old and above, and 45 to 44 years respectively. In addition, 28.3% of the 187 research respondents are in the age group of 35 to 44 years old while 57.2% are in the age group 25 to 34 years old.

4.2.3 Highest level of education

The highest level of education of the research respondents are summarised in Table 4.3 and Figure 4.3.

Table 4.3: Highest level of education of research respondents

Highest level of education of research respondents	Frequency	Percent

High School/Matric	15	8
Higher Certificate	25	13.4
National Diploma	52	27.8
Baccalaureus Technologiae	24	12.8
Bachelor's Degree	14	7.5
Honours	14	7.5
Post Graduate Diploma	11	5.9
Masters	18	9.6
Doctorate	1	0.5
Missing	13	7
Total	187	100

Source: SPSS 28 (IBM, 2022)

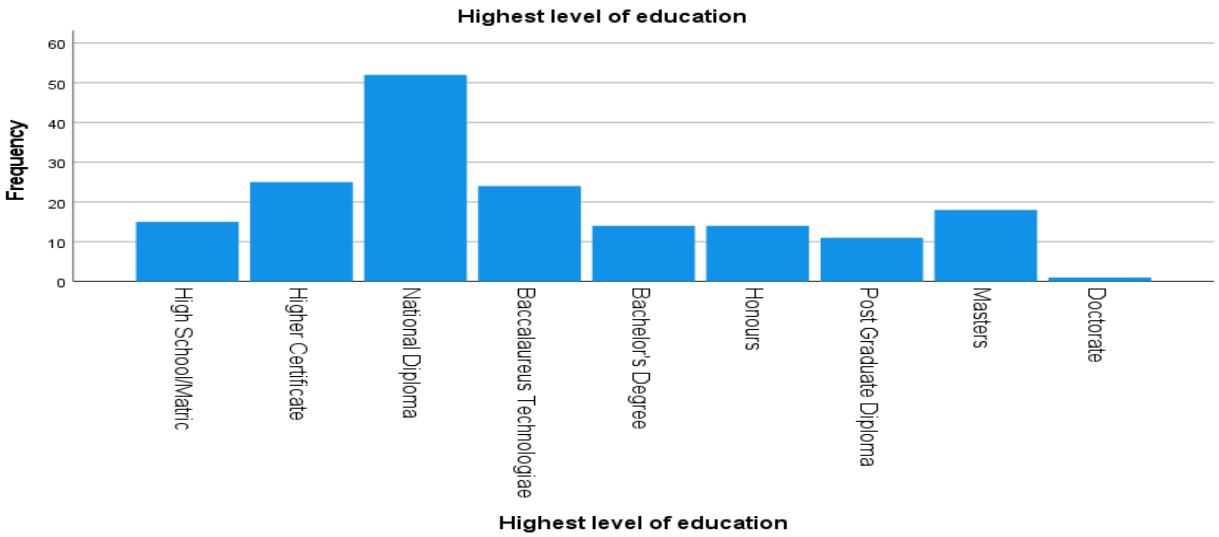


Figure 4.3: Highest level of education of research respondents

Source: SPSS 28 (IBM, 2022)

The outcomes in Table 4.3 and Figure 4.3 show that 8% of the 187 research respondents went to high school and/or have a Matric. In addition, 13.4% of the 187 research respondents have a higher certificate while 27.8% have a National Diploma. Further, the results show that 12.8% and 7.5% of the 187 research respondents have a Baccalaureus Technologiae and a Bachelor's degree respectively. In addition, 7.5% and 5.9% of the 187 research respondents have an Honours and Post Graduate Diploma respectively while 9.6% have a Masters, and 0.5% have a Doctorate.

4.2.4 Occupational level

The occupational level of the research respondents is summarised in Table 4.4 and Figure 4.4.

Table 4.4: Occupational level of research respondents

Occupational level of research respondents	Frequency	Percent
Semi-skilled	22	11.8
Junior level	54	28.9
Middle management level	75	40.1
Senior management level	14	7.5
Executive level	6	3.2
Missing	16	8.6
Total	187	100

Source: SPSS 28 (IBM, 2022)

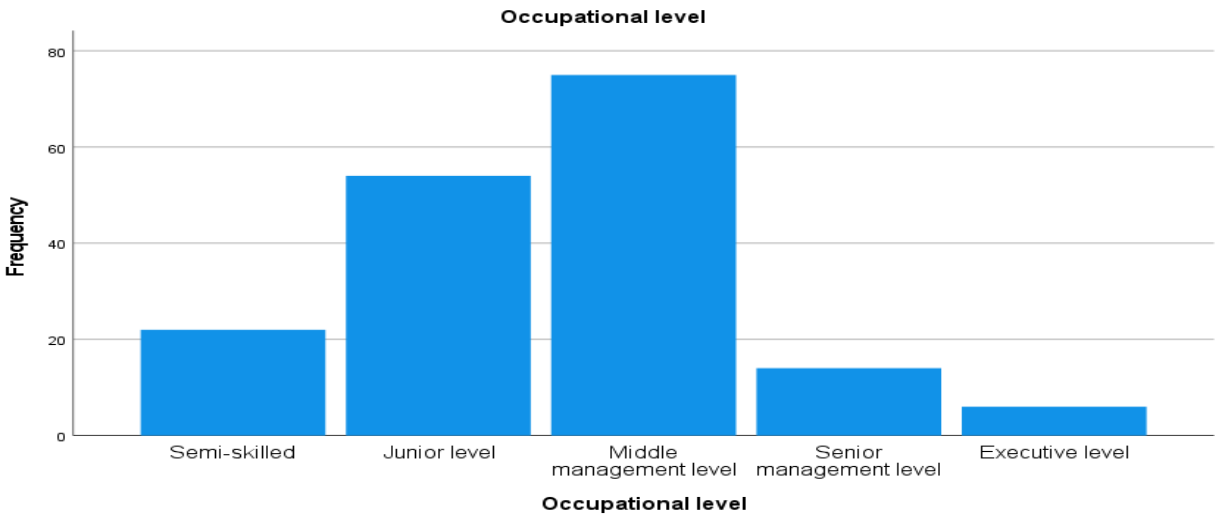


Figure 4.4: Occupational level of research respondents

Source: SPSS 28 (IBM, 2022)

Further, the results in Table 4.4 and Figure 4.4 show that 11.8% and 28.9% of the 187 research respondents are semi-skilled and in the junior level respectively. In addition, 40.1% and 7.5% of the 187 research respondents are in the middle management level and senior management level respectively while 3.2% of the research respondents are in the executive level.

4.2.5 Job category

The job category of the research respondents is summarised in Table 4.5 and Figure 4.5.

Table 4.5: Job category of research respondents

Job category of research respondents	Frequency	Percent
Intern	8	4.3
Contractor/Temporary	21	11.2
Professional	104	55.6
Manager	21	11.2
Senior Manager	14	7.5
Missing	19	10.2
Total	187	100

Source: SPSS 28 (IBM, 2022)

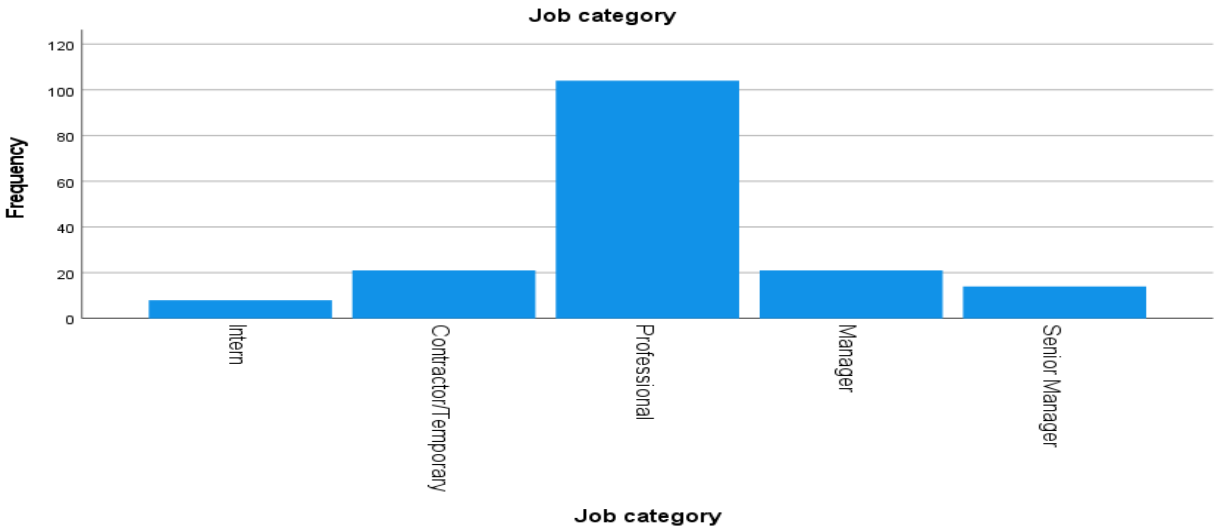


Figure 4.5: Job category of education of research respondents

Source: SPSS 28 (IBM, 2022)

The results in Table 4.5 and Figure 4.5 show that 4.3% and 11.2% of the 187 research respondents are interns and contractors or temporary workers respectively. Further, 55.6% and 11.2% of the research respondents are professionals and managers respectively while 7.5% are senior managers.

4.3 Descriptive statistics

The study used the Likert-like scale questions shown in Table 4.6 to measure the dependent variable retention and the independent variables employee development, remuneration, and workplace environment.

Table 4.6: Likert-like scale

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Source: Saunders et al. (2016)

The following parts present the outcomes of the survey.

4.3.1 Retention

This segment outlines the descriptive statistics for questions measuring employee retention. The means and standard deviations of the responses are presented in Table 4.6.

Table 4.6: Measuring employee retention

Variable		Mean	Standard Deviation
1	I would accept a job offer from another organization if it was attractive.	4.18	0.783
2	I still see myself working for the company in the next 2-3 years.	3.35	1.238
3	I see a prosperous future for me within this organisation.	3.47	1.169
4	I am satisfied with the work that I do within the company.	3.79	0.963
5	I place a high value on the work I am performing.	4.42	0.629
6	I would apply for this position again.	3.34	1.171
7	With the work that I'm doing, I'm able to fulfil my full potential.	3.72	1.097
8	My input or contribution is valued.	3.89	0.985

Source: SPSS 28 (IBM, 2022)

The outcomes in Table 4.6 show that the means of the variables range from 3.34 to 4.42 and this indicates that there are some agreements to the questions asked.

However, half of the standard deviations are above 1 showing that some respondents may be far away from the mean and agreements are not high among the respondents.

To better understand the variable measuring employee retention, the mean of the sub-variables in Table 4.6 was computed to generate the group variable for measuring employee retention. Table 4.7 shows the group variable for measuring employee retention.

Table 4.7: Group variable for retention

Group Variable	Min	Max	Mean	Standard Deviation
Retention	1	5	3.773	0.654

Source: SPSS 28 (IBM, 2022)

The outcome in Table 4.7 shows that the mean of the group variable for measuring employee retention is 3.773 and this indicates some agreement by the research respondents. In addition, the standard deviation in Table 4.7 is below 1 and this shows that most of the respondents may be close to the mean and, therefore, some of these agreements may be high among the research respondents. Figure 4.6 shows the distribution of the group variable for measuring employee retention.

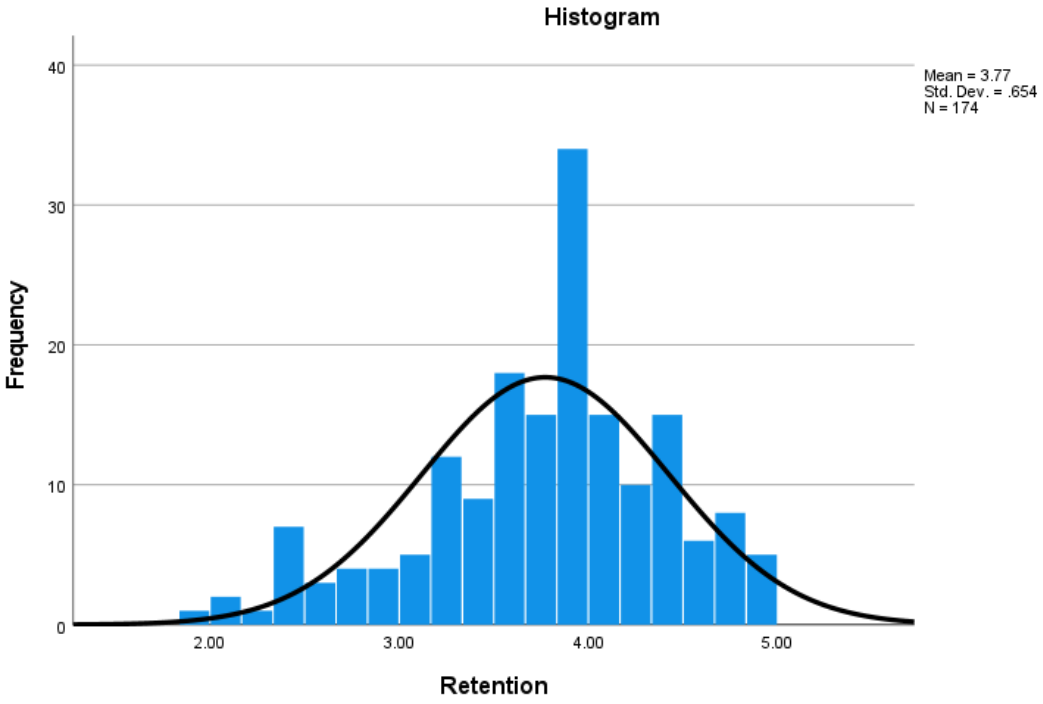


Figure 4.6: Group variable for retention

Source: SPSS 28 (IBM, 2022)

4.3.2 Employee development

This sub-section outlines the descriptive statistics for questions measuring employee development. The means and standard deviations of the responses are presented in Table 4.8.

Table 4.8: Measuring employee development

	Variable	Mean	Standard Deviation
1	I have access to information that will help me plan my career progress within the company.	3.68	1.036
2	My supervisor and I discussed my career advancement options within the company.	3.29	1.201

3	In my company, I am provided with numerous prospects for my career advancement.	3.18	1.199
4	Employee development contributes towards promotion.	3.60	1.145
5	Performance based promotions are given out on merit.	3.34	1.163
6	Promotions are appropriately rewarded in the company.	3.17	1.173
7	My supervisor gives me continuous feedback and show me where to improve.	3.45	1.191

Source: SPSS 28 (IBM, 2022)

The outcomes in Table 4.8 show that the means of the variables range from 3.17 to 3.68 and this indicates that there are some agreements to the questions asked. However, the standard deviations are all above 1 and this shows that some respondents may be far away from the mean and these agreements are not high among the respondents.

To better understand the variable employee development, the mean of the sub-variables in Table 4.8 was computed to generate the group variable for measuring employee development. Table 4.9 shows the group variable for measuring employee development.

Table 4.9: Group variable for employee development

Group Variable	Min	Max	Mean	Standard Deviation
Employee development	1	5	3.416	0.901

Source: SPSS 28 (IBM, 2022)

The outcome in Table 4.9 shows that the mean of the group variable for measuring employee development is 3.416 and this indicates some agreement by the research respondents. In addition, the standard deviation in Table 4.9 is below 1 and this shows that most of the respondents may be close to the mean and, therefore, some of these agreements may be high among the research respondents. Figure 4.7 shows the distribution of the group variable for measuring employee development.

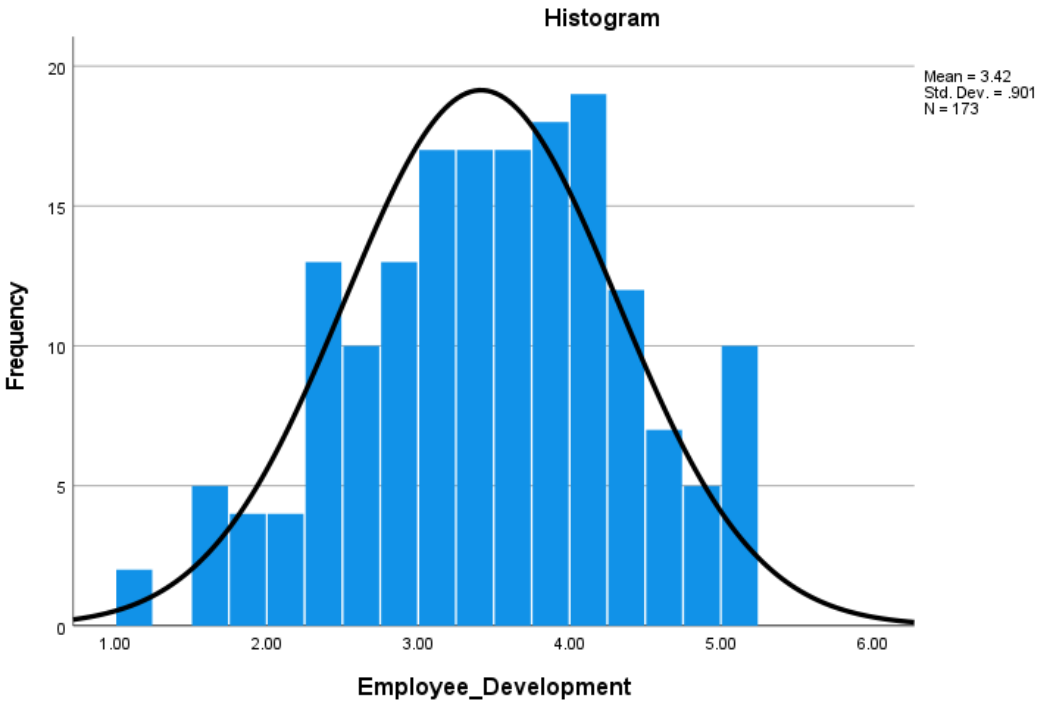


Figure 4.7: Group variable for employee development

Source: SPSS 28 (IBM, 2022)

4.3.3 Remuneration

This part presents the descriptive statistics for questions measuring remuneration. The means and standard deviations of the responses are presented in Table 4.9

Table 4.9: Measuring remuneration

Variable		Mean	Standard Deviation
1	My salary motivates me to perform better.	3.06	1.254
2	My salary is comparable to that of my colleagues at same job level.	3.05	1.137
3	An annual salary increase is applicable and paid fairly.	3.08	1.188
4	Bonuses and other incentives encourage me to go above and beyond the call of duty.	3.43	1.137
5	My company rewards outstanding performance	3.03	1.210
6	I get paid in accordance with the work that I do.	3.24	1.108

Source: SPSS 28 (IBM, 2022)

The results in Table 4.9 show that the means of the variables range from 3.03 to 3.43 and this indicates that there are some agreements to the questions asked. However, the standard deviations are all above 1 and this shows that some respondents may be far away from the mean and these agreements are not high among the respondents.

To better understand the variable remuneration, the mean of the sub-variables in Table 4.9 was computed to generate the group variable for measuring remuneration. Table 4.10 shows the group variable for measuring remuneration.

Table 4.10: Group variable for remuneration

Group Variable	Min	Max	Mean	Standard Deviation
Remuneration	1	5	3.151	0.903

Source: SPSS 28 (IBM, 2022)

The result in Table 4.10 shows that the mean of the group variable for measuring remuneration is 3.151 and this indicates neutrality by the research respondents. In addition, the standard deviation in Table 4.10 is below 1 and this shows that most of the respondents may be close to the mean and, therefore, some of these neutralities may be high among the research respondents. Figure 4.8 shows the distribution of the group variable for measuring remuneration.

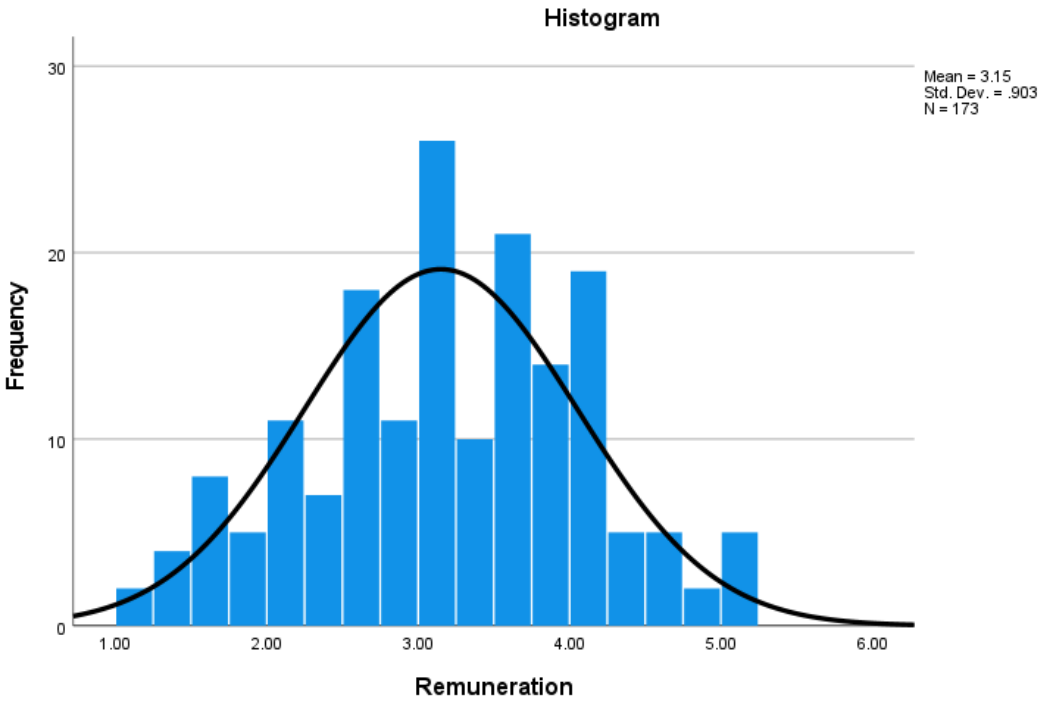


Figure 4.8: Group variable for remuneration

Source: SPSS 28 (IBM, 2022)

4.3.4 Workplace environment

This segment presents the descriptive statistics for questions measuring workplace environment. The means and standard deviations of the responses are presented in Table 4.11

Table 4.11: Measuring workplace environment

Variable		Mean	Standard Deviation
1	I am proud to work for my company.	3.53	1.110
2	I rarely think about leaving the company.	2.85	1.271
3	I have all the necessary tools to enable me to perform my job.	3.70	0.929
4	I would recommend the company as a great place to work for.	3.41	1.200
5	I have a strong working relationship with my colleagues.	4.14	0.726
6	I relate well with my immediate supervisor.	3.90	0.900

Source: SPSS 28 (IBM, 2022)

The outcomes in Table 4.11 show that the means of the variables range from 2.85 to 4.14 and this indicates that there are some agreements to the questions asked. However, half of the standard deviations are above 1 and this shows that some respondents may be far away from the mean and these agreements are not high among the respondents.

To better understand the variable workplace environment, the mean of the sub-variables in Table 4.11 was computed to generate the group variable for measuring

workplace environment. Table 4.12 shows the group variable for measuring workplace environment.

Table 4.12: Group variable for workplace environment

Group Variable	Min	Max	Mean	Standard Deviation
Workplace environment	1	5	3.590	0.773

Source: SPSS 28 (IBM, 2022)

The outcome in Table 4.12 shows that the mean of the group variable for measuring workplace environment is 3.590 and this indicates some agreement by the research respondents. In addition, the standard deviation in Table 4.12 is below 1 and this shows that most of the respondents may be close to the mean and, therefore, some of these agreements may be high among the research respondents. Figure 4.9 shows the distribution of the group variable for measuring workplace environment.

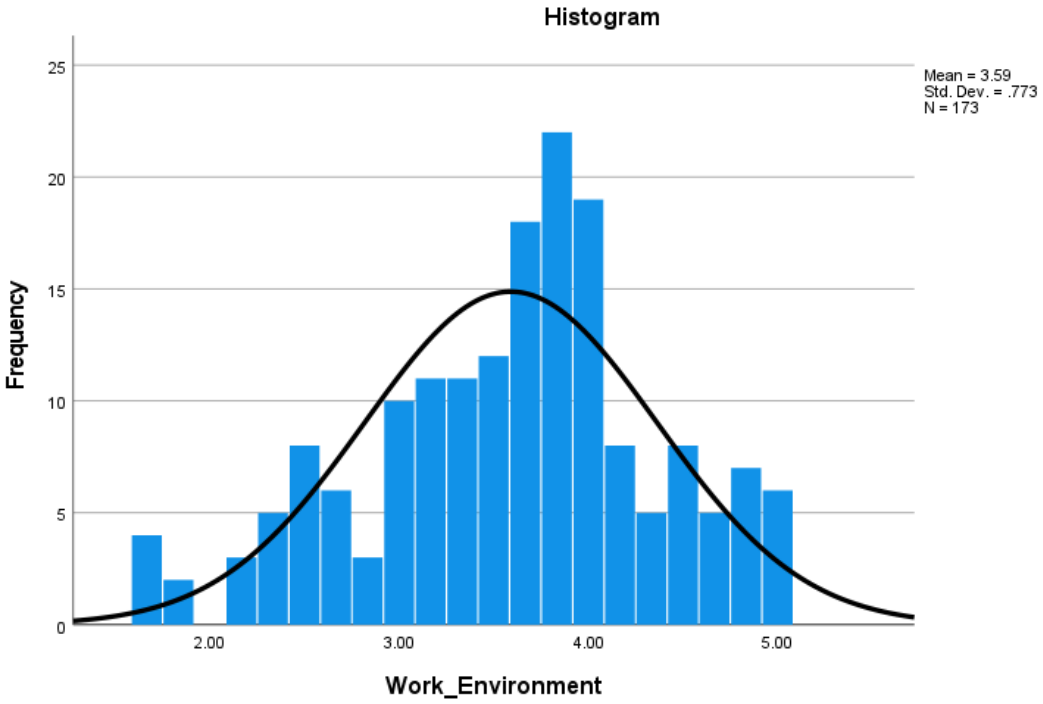


Figure 4.9: Group variable for workplace environment

Source: SPSS 28 (IBM, 2022)

4.4 Regression analysis

In this sub-section, the regression analysis results are presented. Multiple regression analysis was used to determine the relationships between the dependent variable employee retention and the independent variables employee development, remuneration, and workplace environment as depicted in the employee retention model in Figure 4.10. According to the model, the independent variables employee development, remuneration, and workplace environment each have a direct effect on employee retention as shown by the direct paths a, b, and c.

4.4.1 Effect of employee development, remuneration, and workplace environment on employee retention

The effect of employee development, remuneration, and workplace environment on employee retention was estimated by means of the following multiple regression model:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where:

Y = Retention

X_1 = Employee development

X_2 = Remuneration

X_3 = Workplace environment

β_0 = Constant; and

β_1, β_2 and β_3 are correlation coefficients; and

ε = Error term

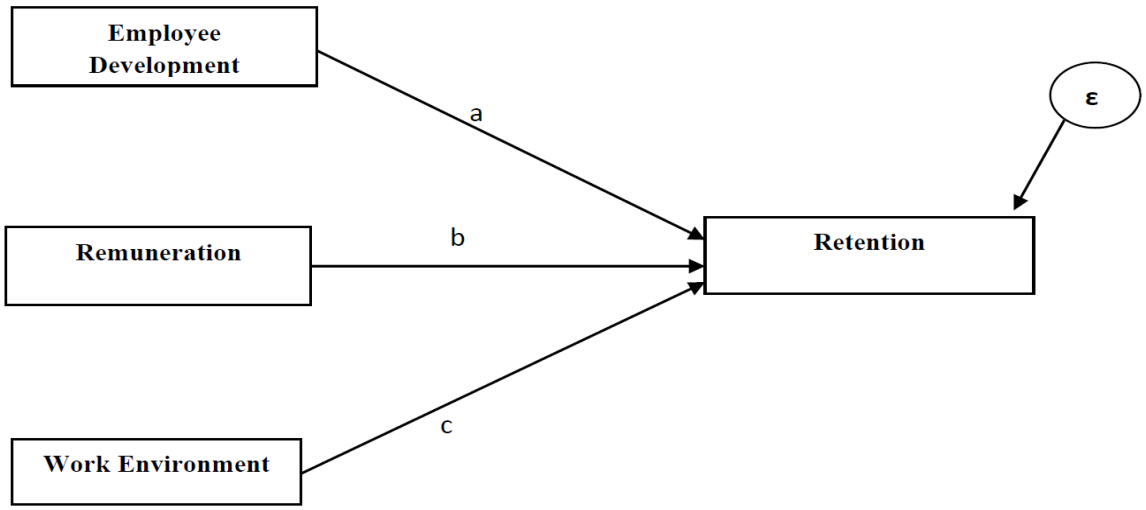


Figure 4.10: Employee retention model

Source: Own work

Table 4.13: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.805	0.648	0.642	0.392

Source: SPSS 28 (IBM, 2022)

The model summary in Table 4.13 indicates that there is a very strong positive relationship (R = 0.805) between the dependent and the independent variables. The value of R Square 0.648 indicates that up to 64.8% of employee retention could be explained by the independent variables of the regression model – employee development, remuneration, and workplace environment.

Table 4.14: Analysis of variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.678	3	15.893	103.619	< 0.001
Residual	25.921	169	0.153		
Total	73.599	172			

Source: SPSS 28 (IBM, 2022)

The results in the ANOVA output in Table 4.14 shows that the multiple regression model is statistically significant as indicated by the low p-value of less than 0.001, that is, less than 0.05 and a high F-value (103.619).

Table 4.15: Coefficients

	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	1.373	0.142		9.656	< 0.001
Employee development	0.219	0.054	0.301	4.012	< 0.001
Remuneration	0.047	0.052	0.065	0.896	0.372
Workplace environment	0.419	0.070	0.496	6.016	< 0.001

Source: SPSS 28 (IBM, 2022)

The results in the coefficients output in Table 4.15 shows that all the three independent variables – employee development, remuneration, and workplace environment – have a positive relationship with the dependent variable – employee retention. Both the unstandardised coefficients and standardised coefficients are

positive. These results are statistically significant as indicated by the low p-value of less than 0.001 for both employee development and workplace environment. However, the result is not statistically significant for the independent variable remuneration because the p-value is greater than 0.05. Table 4.16 summarises the hypotheses testing results.

Table 4.16: Hypotheses testing

Hypotheses	P-value	Results
H_1	< 0.001	Significant and supported
H_2	0.372	Not significant and not supported
H_3	< 0.001	Significant and supported

4.5 Conclusion

The previous sections of Chapter 4 have outlined the results and outcomes of this study. The study's findings indicate a favorable association between employee development and employee retention in South Africa's manufacturing industry.This result is statistically significant at a 5% level (p-value < 0.001) and addresses the first research objective to determine a relationship between employee development and employee retention. Further, in South Africa's manufacturing industry, there is also a positive correlation between the workplace environment and employee retention. This result is also statistically significant at a 5% level (p-value < 0.001) and addresses the second research objective to determine whether the workplace environment has any bearing on employee retention. In addition, there is a positive relationship between remuneration and employee retention in the manufacturing sector in South Africa. However, this outcome lacks statistical significance at a 5% level (p-value = 0.372) and addresses the third objective to assess the relationship between remuneration and employee retention. The results of the regression analysis confirm the results of the descriptive analysis in the earlier sections of this chapter. In Chapter 5, the

outcomes of this study are discussed with respect to the research objectives outlined at the beginning of the study.

Chapter 5: Discussion of Results

5.1 Introduction

Chapter 5 contains a discussion of the results and findings of this study about the research objectives. The aim of this study was to develop effective strategy for retaining talent in the South African manufacturing industry. The research objectives of the study were as follows:

- To ascertain whether employee retention and development are related.
- To determine whether the workplace environment has any bearing on employee retention.
- To evaluate the connection between remuneration and employee retention.

5.2 Employee retention

According to the descriptive statistical analysis results, the research respondents agreed that they were satisfied with the work that I do within their company, and that they place a high value on the work they are performing. Further, the research respondents agreed that they can fulfil their full potential, and that their input or contribution is valued. These findings on employee retention may be because of career development, workplace environment, and remuneration in their respective companies.

A process known as employee retention ensures that an organisation's human capital including leadership, is always available to carry out its business plan and operations effectively and efficiently, both now and in the future. (Bussin, 2012). In a quickly changing workplace environment, the author emphasises the necessity of talent management as a retention strategy to maintain a continual supply of the necessary workplace skills. Furthermore, employee retention refers to an organisation's efforts to keep employees who have received favourable feedback from the organisation and who would ordinarily only depart through voluntary resignation (Van Rooyen, 2010).

Therefore, it would be tougher for firms to compete in today's competitive climate without the help of committed and skilled human resources workers (Khan, 2014).

According to professional services company PwC (2022), the retention of people will likely continue to be a significant risk factor for businesses in 2022 as the great resignation trend shows no signs of abating. According to Remchannel, Old Mutual's reward management platform, South African businesses are experiencing greater resignation rates than they were prior to the epidemic. Remchanne furthers state that in 2021, resignations accounted for more than 36% of all terminations, up from 28% to 32% in the years prior to Covid-19.

5.3 To ascertain whether employee retention and development are related

5.3.1 Employee development

Based on the descriptive statistical analysis results, the research respondents agreed that they have access to information that will help them plan their careers within the company and that employee development contributes towards promotion. In addition, the research respondents agreed that their supervisors give them continuous feedback and help them to improve. These findings on employee development may result in employee retention as shown in the regression analysis results.

According to Elena (2000), one of the most critical functions of Human Resource Management is employee development. Employee development refers to the development of an individual employee's abilities as well as the abilities of the organisation. As a result, employee development includes both individual and organisational growth, as when employees of the organisation develop the organisation, the organisation flourishes and employee performance improve.

Employee development activities are extremely important for employees because they demonstrate that the company cares about its people and wants them to grow (Elena, 2000).

To improve employee performance, it is critical to invest in the employee's perceived developing activities. As a result of the organisation's investment in perceived developmental activities, it has a competitive advantage (Chay, 2003).

5.3.2 Link between employee development and employee retention

The regression analysis results of this study showed that there is a positive relationship between employee development and employee retention in the manufacturing sector in South Africa. This result is statistically significant at a 5% level (p-value < 0.001) and addresses the first research objective to determine a relationship between career development and employee retention.

Kyndt (2009), found that employees' perceptions of the relevance of learning and the quality of the workplace environment are major predictors of their desire to stay with their current employers. Employee retention has been proven to be strongly influenced by appreciation and stimulation. Employers who provide educational opportunities are admired by staff, and young professionals frequently ask for financing to further their education and broaden their skill sets. As a result, organisations must empower their employeesby providing learning opportunities as a means of fostering and promotingemployee retention (Kyndt, 2009).

Investment by an organisation to employees' professional development is necessary if it hopes to retain them for a long time (Khan, 2014). This phenomenon is common in South Africa where professionals do not want to stay in one job for an extended period. People will look for other opportunities outside of an organisation if it cannot provide them with opportunities and a promise of progress. These workers want their bosses to guarantee that they will be able to advance in their careers. Most

organisationshave a higher rate of turnover among young professionals, while older employeeshave a lower rate (Bhoola, 2008).

According to Gomez (1995), training provides specialised technique and skills to employee and helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organisation in future. Employee development is plays a very important role for both the employees and employers (Hall, 2002). Employee development is a process that benefits both employers and employees since it produces crucial results. Talented and productive workers are needed by organisations to obtain and sustain a competitive advantage, and these workers require career development to strengthen and cultivate their competencies (Prince, 2005).

5.4 To ascertain the connection between workplace environment and employee retention

5.4.1 Workplace environment

The outcomes of the descriptive statistical analysis results show that the research respondents are proud to work for their companies and that they have all the necessary tools to enable them to perform their jobs. Further, the research respondents agreed that they would recommend their companies to potential employees and that they have strong working relationships with their colleagues, and they relate well with their immediate supervisors. These findings on workplace environment may result in employee retention as shown in the regression analysis results.

According to Kundu and Lata (2017), 80% of employees want to work ina better environment. Therefore, it is very important to develop a work atmosphere that is conducive to organisational support. The expected retention has been found to be cultivated in a supportive workplace environment. To retain qualified personnel, it is critical for a company to aim to establish a positive working environment for its staff

(Mishra, 2007). Experts who are dissatisfied with their workplaces will leave, particularly in nations like South Africa, where there is a scarcity of skilled professionals and alimited number of organisations to choose from.

A supportive workplace environment is one in which employees have access to supervisory or peer help, as well as the ability to practice new skills on the job (Shubhash, 2017). Supervisory, administrative, and peer help are all available in the workplace. The idea that "organisational support" promotes employee affective commitment and strengthens their emotional relationship with the company is promoted by both organisational support theory and social support theory (Shubhash, 2017). Employees need to feel valued and encouraged because it gives them a sense of importance within the organisation.Employees that feel significant and appreciated will be more dedicated to the organisation since they will realise that their contributions are valued.

Workplace environment is a very critical variable in employee retention (Zeytinoglu, 2005). As a result, attracting qualified and in-demand employees will become more difficult for sucha company. Companies with a great workplace environment are more easily publicisedamong other professionals, making it easier for those companies to attract talented employees. Workplace culture has a big impact on how an individual thinks and develops. A positive workplace culture may inspire employees to continuously create high-quality work (Indeed Editorial Team, 2022). A productive workplace fosters a culture that influences employees' development, attitudes, and mindsets. Positive work environments may contribute to employees feeling satisfied with their employer. Maintaining a healthy company culture can help businesses create a great work environment by fostering employee development, fostering communication, and assisting staff in feeling at home and safe at work (Indeed Editorial Team, 2022).

5.4.2 Link between workplace environment and employee retention

Similarly, the regression analysis results of this study showed that there is a positive relationship between workpalce environment and employee retention in the manufacturing sector in South Africa. This result is also statistically significant at a 5% level (p-value < 0.001) and addresses the second research objective to determine whether the workplace environment has any bearing on employee retention.

Mishra (2014) explained that it is very important for a company to aim to establish a positive working environment for its staff to retain qualified personnel. A supportive workplace environment is one in which employees have access to supervisory or peer help, as well as the ability to practice new skills on the job (Kundu, 2017). Supervisory, administrative, and peer help are all available in the workplace. The idea that "organisational support" promotes employee affective commitment and strengthens their emotional relationship with the company is promoted by both organisational support theory and social support theory (Kundu, 2017). Employees need to feel valued and encouraged because it gives them a sense of importance within the organisation and when they feel significant and appreciated they will be more dedicated to the organisation since they will realise that their contributions are valued (Kundu, 2017).

Workplace environment is a very critical variable in employee retention (Zeytinoglu , 2005). According to Ramlall (2003), people want to work and stay in companies that provide a good and happy workplace environment, where employees feel valued and make a difference. Employees who are capable in such organisations band together to propel the company ahead.

5.4 To evaluate the connection between remuneration and employee retention

5.5.1 Remuneration

According to the descriptive statistical analysis results, the research respondents were neutral on whether their salaries motivate them to perform better and whether their salaries are comparable to that of their colleagues at the same job level. In addition, the research respondents were neutral on whether an annual salary increase is applicable and paid fairly, and whether their companies reward outstanding performance. However, the research respondents were agreed that bonuses and other incentives encourage them to go above and beyond the call of duty. These findings on remuneration may result in employee retention as shown in the regression analysis results.

According to Khan (2014), lower pay has been identified as a source of employee turnover, incorrect recruitment, and poor working conditions. These all have a negative impact on employee turnover. Therefore, remuneration is a big influence in employee turnover, especially among lower-level workers who want to make more money so they may live more meaningfullives or afford better lifestyles. Most people are drawn to new employment prospects by a higher salary, which is followed by other variables. Compensation and benefits directly affect an employee's performance and motivation at work, therefore they are significant factors in determining an employee's contentment with their place of employment. As a result, it is crucial that an HR department make sure the pay and benefits provided to their staff are sufficient to maintain a good level of morale (Maggie Wool, 2022).

5.5.2 Link between remuneration and employee retention

And lastly, there is a positive relationship between remuneration and employee retention in the manufacturing sector in South Africa. However, this result is not statistically significant at a 5% level (p-value = 0.372) and addresses the third

objective to evaluate the connection between remuneration and employee retention. Even though this positive relationship between remuneration and employee retention is not statistically significant, remuneration remains an important element of employee motivation because lower pay has been identified as a source of employee turnover (Khan, 2014).

Henderson (2000), describes remuneration as the portion of an organisation's earnings that is distributed and exchanged among its employees. Remuneration is the total compensation package that an organisation delivers to employees in exchange for their efforts (Gomez-Mejia, 2012). Base salary, indirect perks, and pay incentives are all included in these total rewards. According to Mondy (2008), total remuneration is the sum of all rewards received by employees in exchange for executing their obligations. Salary, benefits, money, and non-financial rewards are all key components of total remuneration. The most significant aspect in attracting and keeping talent is monetary remuneration (Willis, 2000).

5.6 Conclusion

The preceding segments of Chapter 5 have presented a discussion the results and outcomes of this study. The study's findings indicate a favourable association between employee development and employee retention in South Africa's manufacturing industry. This result is statistically significant at a 5% level (p-value < 0.001) and addresses the first research objective to ascertain whether employee retention and development are related. Further, there is also a positive relationship between workplace environment and employee retention in the manufacturing sector in South Africa. This result is also statistically significant at a 5% level (p-value < 0.001) and addresses the second research objective to determine whether the workplace environment has any bearing on employee retention. In addition, there is a positive relationship between remuneration and employee retention in the manufacturing sector in South Africa. However, this result is not statistically significant at a 5% level (p-value = 0.372) and addresses the third objective to assess the

relationship between remuneration and employee retention. The regression analysis results confirm the results of the descriptive analysis. Chapter 6 presents the conclusions and recommendations of the study.

Chapter 6: Conclusion and Recommendations

6.1 introduction

This chapter concludes and offers recommendations on developing an effective strategy for retaining talent in the South African manufacturing industry. The following were the research questions:

- What is the relationship between employee development and employee retention?
- How does the workplace environment impact on employee retention?
- What is the relationship between remuneration and employee retention?

The appending sections contain the summary of the literature, findings, limitations, recommendations, suggestion for further research, and the conclusion.

6.2 Summary of literature

The literature review findings of this study were as follows:

- Employee development affects staff retention.
- Remuneration affects staff retention, and
- Workplace environment affects staff retention.

According to Gomez-Mejia et al. (2012), employee development is a constant effort to focus on competent employees within the organisation. Employee development is a systematic technique to boosting organisational effectiveness by growing and improving employee skills and capabilities (Aguinus, 2009). Boon et al. (2011), define continuous learning and development of general job- and career-related skills as an overall human resource management practice. Aguinus (2009), state that previous research demonstrates that perceived employee development is associated with higher levels of retention, as employee development strengthens the social exchange relationship between the employee and their employer (Dysvik, 2008).

As explained by Khan (2014), lower pay, incorrect recruitment and poor working conditions have been identified as a source of employee turnover because they all have a negative impact on employee turnover. Therefore, remuneration is a big influence in employee turnover, especially among lower-level workers who want to make more money so they may live more meaningfullives or afford better lifestyles. Most people are drawn to new employment prospects by a higher salary, which is followed by other variables.

Furthermore, a supportive workplace environment is one in which employees have access to supervisory or peer help, as well as the ability to practice new skills on the job (Kundu , 2017). Supervisory, administrative, and peer help are all available in the workplace. The idea that organisational support promotes employee affective commitment and strengthens their emotional relationship with the company is promoted by both organisational support theory and social support theory (Kundu, 2017). Employees need to feel valued and encouraged because it gives them a sense of importance within the organisation. Employees that feel significant and appreciated will be more dedicated to the organisation since they will realise that their contributions are valued.

6.3 Summary of findings

The appending sub-sections provide conclusions of the research findings, and therefore answer the research questions that were posed at the beginning of the study.

6.3.1 What is the relationship between employee development and employee retention?

On account of the findings, there is a positive relationship between employee development and employee retention in the manufacturing sector in South Africa. This result is statistically significant at a 5% level (p-value < 0.001) and answers the first research question regarding the relationship between employee retention and employee development.

6.3.2 How does the workplace environment impact on employee retention?

Based on the study, there is also a positive relationship between workplace environment and employee retention in the manufacturing sector in South Africa. This result is also statistically significant at a 5% level (p-value < 0.001) and addresses the second research question concerning the impact of the workplace environment on employee retention.

6.3.3 What is the relationship between remuneration and employee retention?

And lastly, there is a positive relationship between remuneration and employee retention in the manufacturing sector in South Africa. However, this result is not statistically significant at a 5% level (p-value = 0.372) and addresses the third research question pertaining to the relationship between remuneration and employee retention.

6.4 Delimitations and limitations

The following are the delimitations and limitations of this study:

- Some of the research respondents have not worked for a long enough time and therefore, their insights on the workplace environment may be premature. Unfortunately, the researcher could not engage more respondents due to time limitation of the MBA research module, and therefore, could only use the data that were gathered from the respondents who volunteered to be part of the study.
- The demographic data of the research respondents was limited to only a few variables, and this may not have caught the entire socio-economic attributes of those in the study.
- There was a significant number of missing responses, and this might have affected the outcomes of some of the variables under study.

- The research was conducted in South Africa and only the insights of research respondents based in South Africa was obtained, and these may not be representative of the whole region or globe.

6.5 Recommendations

On account of the findings of this study, the following are recommendations on an effective strategy for retaining talent in the South African manufacturing industry:

- Continually promote openness in terms information access and reward system for all employees of the company.
- Continually provide all employees with career development opportunities.
- Continually ensure that performance-based promotions are given out on merit.
- Continually pay competitive bonuses and other incentives to encourage all employees.
- Continually reward outstanding performance of all employees.
- Continually provide all the necessary tools for all employees, and
- Continually provide a great working environment for all employees.

6.6 Suggestion for further research

The study indicates a positive relationship between remuneration and employee retention in the manufacturing sector in South Africa. However, this result is not statistically significant at a 5% level (p-value = 0.372). The following directions could be exploited for additional studies:

- To evaluate the relationship between remuneration and employee retention in the manufacturing sector in South Africa using a mixed research method comprising of both a quantitative and qualitative study.

6.7 Conclusion

An important part of the study was to investigate the factors that influence employee retention in the South African manufacturing industry. The preceding sections of this chapter demonstrate that all the research aims and hypotheses that were outlined at the beginning of this study have been addressed, and therefore, the research objectives of this study have been satisfied by the researcher.

References

Adams, J., Khan, H. T., & Raeside, R. (2014). *Research methods for graduate business and social science students* (2nd ed.). New Delhi: Sage.

Adeer, H. J., Mellenbergh, G. J., & Hand, D. J. (2011). *Advising on research methods: a consultant's companion*. Huizen: Johannes van Kessel Publishing.

Aguinis, H., & Kraiger, A. (2009). Benefits of training and development for individuals, teams, organisation and society. *Annual Review of Psychology*, *60*(1), 451-474.

Babbie, E. R. (2014). *The practice of social research* (14th ed.). Australia: South-Western.

World Bank. (2003). *Lifelong learning in the global knowledge economy: Challenges for developing countries.*Washington, DC.

Barik, A., & Nayak, B. (2016). An investigation of employee satisfaction – case from Indian public steel sector. *International journal of research in economics and social sciences*, *6*(3), 340-353.

Bhoola, R. (2008). Stability and quality of employment in retail sector. *Unpublished Thesis. University of Pretoria*.

Biason, R. (2020). The effect of job satisfaction on employee retention. *International Journal of Economics, Commerce and Management, 8*(3), 405-413.

Boon, C. D., Den Hartog, D. N., Boselie, P., Paauwe, J., (2011). The relationship between perceptions of HR practices and employee outcomes: Examining the role of person-organisation and person-job fit. *The International Journal of Human Resource Management*, *22*(1), 138-162.

Botha, A., Bussin, M., & De Swardt, L. (2011). An employer brand predictive model for talent attraction. *South African Journal of Human Resource Management*, *9*(1), 12.

Boushey, H., & Glynn, S. J. (2012). There are significant business costs to replacing employees. *Washington DC: Center for American Progress*.

Browell, S. (2003). *Staff retention in a week* (2nd ed.). Great Britian: Hodder & Stoughton.

Moore, A., & Bussin, M. (2012). Reward preferences for generations in selected information and communication technology companies. *SA Journal of Human Resource Management, 10*(1), 1-9.

Mabaso, C. M., Maja, M. T., Kavir, M., Lekwape, L., Makhasane, S. S., & Khumalo, M. T. (2021). Talent Strategies. *An exploratory study within consulting industry in the Gauteng Province, South Africa*. *Acta Commercii - Independent Research Journal in the Management Sciences*, *21*(1), 1684-1999.

Chaminade, J. (2007). A defination of employee retention. *International Journal of Engineering, Technology, Management and Applied Sciences*,*10*(2), 150-156.

Chay. H. L., & Norman, T. B. (2003). Creating value for employees: Investment in employee development. *Journal of Human Resource Management*, *14*(6), 981-1000.

Chen, G., & Klimoski, R. J. (2007). Training and developmentof human resource at work: Is the state of our science strong? *Journal of Human Resource Management*, *17*(2),180-190.

Collis, J., & Hussey, R. (2003). *Business Research: A practical guide for undergraduate and postgraduate students*. New York, USA: Palgrave Macmillan.

Cooper, D., & Schindler, P. S. (2013). *Business research methods* (6th ed.). Boston, MA: Irwin/ McGraw Hill.

Creswell, J. (2014). *Research design, qualitative, quantitativr and mixed methods approach,* (4th ed.). Sage Publication.

Denzin, K., & Lincoln, Y. (2011). *The sage handbook of qualitative research* (3rd ed.). Thousand Oaks, CA: Sage.

Dibble, S. (1999). *Keeping your valuable employees: Retention strategies for your organisation's most important resource.* Hoboken, New Jersey: John Wiley & Sons, Inc.

Dysvik, A., & Kuvas, B. (2008). The relationship between perceived training opportunities, work motivation and employee outcomes. *International Journal of Training and Development*, *12*(3), 138-157.

Edwards, R., & Holland, J. (2013). *What is qualitative interviewing?* (1st ed.). London: Bloomsbury Publishing Plc.

Antonacopoulou, E. P. (2000). Employee development through self-development in three retail banks. *Personnel Review*, *29*(4), 491-508.

Gomez-Mejia, L. B., Balkin, D. B., & Cardy, R. L. (2012). *Managing Human Resources.* (7th ed.). Upper Saddle River, NJ: Pearson Education.

Govaerts, N., Kyndt, E., Dochy, F., & Baert, H. (2011). Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*, *23*(1), 35-55.

Halim, Z., Waqas, M., Edwin, C. A., & Shah, A. (2020). Identifying factors for employee retention using computational techniques: An approach to assist the decision-making process. *SN Applied Sciences, 2*(9), 1612.

Hall, D. T., & Moss, J. E. (2002). The new protean career contract: Helping organisations and employees adopt. *Journal of Human Resource Management*, *26*(3), 22-37.

Hebenstreit, R. P. (2008). A call to apply the principles of the enneagram in organizations to attract, retain and motivate employees. *The Enneagram Journal*, *1*(1), 4-21.

Henderson, R. (2000). *Compensation management in a knowledge-based world*. (10th ed.). Upper Saddle River, NJ: Pearson Education.

Herzberg, F. (2003). *One More Time: How Do You Motivate Employees?* Retrieved 24 March 2022, from: https://hbr.org/2003/01/one-more-time-how-do-you-motivate-employees.

Mitchel, T. R., Holtom, B. C., Lee, T. W., & Erez, M. (2011). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, *44*(6), 1102-1121.

IBM. (2022). *IBM SPSS software*. Retrieved 26 February 2022, Retrieved from http://www.ibm.com/analytics/us/en/technology/spss/

Indeed Editorial Team. (2022). what is a positive working environment? (With benefits). Retrieved on 02 November 2022, from: https://uk.indeed.com/career-advice/career-development/positive-working-environment

Johnson, B., & Christensen, L. B. (2017). *Educational research : Quantitative, qualitative, and mixed approaches* (6th ed.). Thousand Oaks, California: SAGE Publications.

Karatepe, O. M. (2013). High Performance work practices, work social support and thier effects on job embeddedness and turnover intentiona. *International Journal of Contemporary Hospitality Management*, *25*(6):903-921.

Keller, G., & Warrack, B. (2003). *Statistics for management and economics* (6th ed.). Singapore: Thompson.

Khan, A. H. (2014). Impact of job satisafaction on employee turnover: An emperical study of autonomous medical institutions of Pakistan. *Journal of international studies*, *8*(2):103-107.

Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives, vocations and learning. *Journal of Human Resource Management*, *2*(3), 195-215.

Luscombe, J., Lewis, I., & Biggs, H. C. (2012). Esssential elements for recruitment and retention: Generation Y. *Education & Training, 55*(3), 272-290.

Madiba, L.(2021). South Africa's manufacturing sector a unique option for investors option for investors.Retrieved 02 November 2023, Retrieved from

https://brandsouthafrica.com/133592/south-africas-manufacturing-sector-a-unique-option-for-investors/

McCauley, C. D., & Hezlett, S. (2001). Individual development in the workplace. In N. Anderson, D. S. Ones, S. K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work and organizational psychology*. *Personnel Psychology*, *1*, 313-335.

Messmer, M. (2000). Orientations programs can be key to employee retention. *Journal of Social Sciences*, *81*(8), 12-15.

Mishra, I. J. (2007). Job satisfaction as related to organisational climate and occupational stress: A case study of Indian Oil. *International review of business research papers*, *3*(5), 193-208.

Mondy, R. W. (2008). *Human Resource Management.* New Jersey: Prentice Hall.

Ndlovu, W. (2018). *Why SA companies have a retention problem.* Retrieved 24 March 2022, from: https://www.hrfuture.net/strategy/staff-planning/why-sa-companies-have-a-retention-problem/

Prince, B. J. (2005). Career-focused employee transfer process. *Career Development International*, *10*(4), 293-309.

Ramlall, S. (2003). Organisational application managing employee retention as a strategy for increasing organisational competitiveness. *Journal of Social Sciences*, *8*(2), 63-72.

Remchannel Old Mutual Reward Management Platform. (2022). More South Africans are resigning and not just for better pay nowadays. Retrieved on 02 November 2022, from: https://www.businessinsider.co.za/why-south-africans-are-resigning-from-their-jobs-2022-5

Samuel, M. O., & Chipunza, C. (2009). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, *3* (8), 410-415.

Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business*

students (6th ed.). London: Pearson.

Sekaran, U. (2006). *Research method for business (4th ed.). New Jersey: John Wiley and Sons.*

Sepahvand, R., & Bagherzadeh Khodashahri, R. (2021). Strategic human resource management practices and employee retention: A study of the moderating roles and job engagement. *Iranian Journal of Management Studies*, *14*(2), 437-468.

SHRM. (2004). *New survey finds 75% of employees looking for new jobs 'It's all about the money*. Retrieved 23 November 2021, Retrieved from s://www.prnewswire.com/news-releases/new-survey-finds-75-of-employees-looking-for-new-jobs-its-all-about-the-money-75585522.html

Kundu, S., & Lata, K. (2017). Effects of supportive work environment on employee retention: Mediating role of organisational engagement. *International journal of organisational analysis*, *25*(4), 703-722.

Sinha., C. S. (2012). Factors affecting employee retention: A comparative analysis of two organisations from heavy engineering industry. *European journal of business and management*, *4*(3), 145-162.

Statista.com (2020). *Number of people employed in South Africa in Q4 2020, by industry.* Retrieved 24 March 2022, from: https://www.statista.com/statistics/1129815/number-of-people-employed-in-south-africa-by-industry/

StatsSA. (2021). Number of people employed in South Africa in Q4 2020, by industry. Retrieved 20 November 2021, from: https://www.statista.com/statistics/1129815/number-of-people-employed-in-south-africa-by-industry/

Stumpf, S. W., Favorito, N., & Smith, R. (2013). Employees and change initiatives: Intrinsic rewards and feeling valued. *Journal of Business Strategy*, *34*(2), 21-29.

PWC. (2022).Why some companies in South Africa have a telent retention problem. Retrived 02 November 2022, from: https://businesstech.co.za/news/trending/581760/why-some-companies-in-south-africa-have-a-talent-retention-problem/

UP Counsel.(2022).Employee development: Everything you need to know. Retrieved on 02 November 2022, from: https://www.upcounsel.

Taylor, I. M. (2006). Goldratt's thinking process applied to employee retention. *Business Process Management Journal*, *12*(5), 646-670.

Van Rooyen, L. D. (2010). Artisan retention in an organisation in South Africa. *South African Journal of Human Resource Management*, *8*(1),1-8.

Weiers, R. (2011). *Introduction to business statistics* (7th ed.). Mason, OH: Cengage.

Willis, C. (2000). Go for your goals: Working woman. *Journal of Social Sciences*, 6-7.

Wooll, M. (2022). Compensation and benefits: Why the right pay and perks matter. Retrived on 02 November 2022, from: https://www.betterup.com/blog/compensation-and-benefits

Wright, K. B. (2005). Researching internet-based populations: Advantages and disadvantages of online survey research, online questionnaire authoring software packages, and web survey services. *Journal of Computer-Mediated Communication, 10*(3), JCMC1034.

Wulansari, P., Meilita, B., & Ganesan, Y. (2020). The effect of employee retention company turnover intention employee – case study on head office lampung bank. *Advances in Economics, Business and Management Research, 8*(2), 236-239.

Yao, T., & Qiu, Q. (2019). Retaining hotel employees as internal customers: Effect of organisational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, *76*(1), 1-8.

Yousuf, S., & Siddqui, D. A. (2019). Factors influencing employee retention: A Karachi based comparative study on IT and banking industry. *International Journal of Human Resource Studies*, *9*(1), 2162-3058.

Yujin, K. (2011). The pilot study in qualitative inquiry. *Qualitative Social Work, 10*(2), 190-206.

Zeytinoglu, I. U., & Denton, M. (2005). Satisfied workers, retained workers: Effects of workand work environment on homecare workers' job satisafcation, stress, physical health and retention. *Journal of Social Sciences, 8*(3), 2102-2110.

Zikmund, G. B. (2010). *Business research method (8th ed.).* New York: Cengage Learning.