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Kedige, Thabang

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University of the Witwatersrand, Johannesburg

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Exploring The Impact Of Remuneration On Employee Turnover In The South African Diamond Mining Industry

by

Thabang Kedige

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Supervisor: Dr Erasmus Appiah

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Abstract

It is argued that well-structured compensation packages not only fulfil employees' basic needs, but also promote a sense of belonging and recognition, thereby reducing turnover intentions. In the context of the South African diamond mining industry, this research study explored the intricate correlation between employee remuneration and turnover, emphasising the central role that work satisfaction and motivation held. It examined how various aspects of remuneration, including perceptions of fairness, appropriateness and the implementation of performance-related incentives directly influenced employees' decisions to either stay, or resign from their companies. By incorporating a comprehensive discussion regarding relevant theories such as Equity theory, Expectancy theory and Maslow's Hierarchy of Needs, this research study provides a nuanced understanding of the motivational dynamics involved in this issue.

A qualitative methodology was adopted for this research study in order to explore the experiences and perceptions of employees in this sector. In addition to this, the aim of utilising this method of research was also to provide empirical evidence concerning the effectiveness of different compensation strategies in order to increase job contentment and employee retention. It is expected that the results of this study should provide valuable insight for human resource managers and policy makers in the mining industry. Furthermore, the results are also expected to offer guidance on how to design appropriate compensation systems that will align employee aspirations with the goals of their organisation. In essence, these proposed systems should ultimately lead to lower turnover rates and a more stable workforce.

Key Terms

Remuneration, turnover, retention, motivation and work satisfaction

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CHAPTER 1: INTRODUCTION

1.1. Aims of the study

The aim of this research study is to investigate the potential impact that compensation may have on employee turnover, including the role that work satisfaction and motivation as mediating variables may hold. This study further aims to examine the relationship between compensation and employee retention, as well as the factors that may influence employees' perception towards their compensation. In addition, providing insight into the factors that drive employee turnover and how organisations can effectively manage employee retention through effective compensation policies, and practices will also be explored. In essence, the goal of this research study is to contribute to the development of practical recommendations that may help organisations improve employee retention and reduce turnover by establishing effective remuneration, and retention strategies.

1.2. Background

Based on past and existing research, the issue of remuneration in a company has been a critical factor in employee retention and motivation (Zayed & Nahar, 2019). Research has shown that employees who receive fair and equitable compensation are more likely to be satisfied with their work, have higher levels of motivation and are more likely to remain at their organisations (Prasetio, Azis, et al., 2019). However, employees who perceive their compensation to be unfair or inequitable may experience job dissatisfaction, lower levels of motivation and are more likely to leave their organisations (Prasetio, Azis, et al., 2019). Companies who reward their employees with inadequate remuneration for their work tend to experience employee dissatisfaction, low motivation and high turnover rates (Prasetio, Azis, et al., 2019). It is believed by researchers that work satisfaction and motivation play mediating roles in the relationship between remuneration, and retention (Wardhani et al., 2020). This means that when employees are satisfied with their compensation and motivated to perform well, they are more likely to remain with their organisations (Desai, 2018). Therefore, in order for organisations to remain at optimum efficiency it is important for them to understand the relationship between remuneration, work satisfaction,

motivation and retention. When this goal is achieved organisations are thus able to retain their employees and maintain a productive workforce (Desai, 2018).

1.3. Context of the study

In the province of Limpopo, South Africa, diamond mining companies in the town of Musina are transitioning from open cast to underground mining systems. It is the opinion of some stakeholders in the field of mining that certain companies may use their financial strength to attract highly skilled employees from rival companies in order to set up, and manage their underground operations. These companies offer packages that are relatively higher than their competitors and as a result their rivals experience higher turnovers, stemming mainly from remuneration and work security. That is to say that a new mine equals a longer mine lifespan. In the Northern Cape province, most of the diamond mines are nearing the end of their lifespan and employees working for those companies are not reluctant to leave. For some companies in Musina, producing larger volumes of production than other diamond mines has resulted in them requiring a higher demand for critical skills.

In the beginning of 2021, some organisations opted for operational designs in order to realign employees' remuneration packages with the rest of the market. This strategy would assist in the continued employment of their respective employees, especially those who were critically skilled. The operational design was done in phases by realigning remuneration packages from the most to the least critically skilled employees. Unfortunately, this approach created problems as some of the longest serving employees with extensive experience did not see the benefit of these packages, as they were already receiving higher salaries due to the number of years of their service. Thus, this approach was a motivation to some employees, but it demoralised others. With regards to Maslow's Hierarchy of Needs, it highlights basic human needs in respect of physiology, safety, love, esteem and self-actualisation. This theory states that employees at organisations are driven by the will-power to achieve various conditions of basic satisfaction (Ramlall, 2004). This theory further provides useful information for operational leaders or managers to find ways to inspire employees by developing programmes that are aimed at satisfying their current, and emerging needs (Ramlall, 2004).

Some organisations in the mining industry do not have adequate development and succession plans in place for their employees, which in turn contributes to a high turnover from skilled employees. Effective communication, recruitment of a skilled, competent and diverse workforce, as well as the provision of development and training are the strategies that may be used to retain employees (Omer Cloutier, 2015). Some employees, especially graduates, cite that the reason for leaving their organisation for their rivals was due to the of lack of personal development plans. Fredrick Herzberg's two factor theory outlines motivators and hygiene as factors that drive employees' working attitude, and levels of performance (Adegboyega M. O., 2017). According to research, a few diamond mining organisations were optimistic that increasing the salary packages of their employees would elevate employee morale and therefore retain them. However, they ignored specific motivators and hygiene factors which addressed work issues and employees' overall satisfaction (Adegboyega M. O., 2017).

With this knowledge in mind, fundamentally, the lack of formalised development plans may also be the biggest contributor to high turnovers in companies. This more so, when one considers how ambitious graduates are and their continued need to seek out better development, and growth opportunities. McClelland's theory of needs highlights the importance of achievement, affiliation and power as influencers of motivation amongst individuals (Hall, 2012). Essentially, employees want to excel, become influential and connected in order to fulfil their personal goals and achieve work satisfaction.

1.4. Research problem

The South African diamond mining industry contributes significantly to the economy in terms of its Gross Domestic Product (GDP) and from the employment perspective. This industry contributes 18% of the annual GDP of South Africa and produces approximately $3 billion annually on average (Matthews, 2023). Diamonds are mined from 25 different countries, of which 49% of the total global production comes from South Africa (Matthews, 2023). The South African mining industry has a total of 458 954 employees, of which 13 000 are employed in the diamond sector (Statista, 2023).

Concerning the matter of remuneration, it is a key element in the diamond industry because it attracts and keeps skilled workers in its employment, motivates performance and reduces turnover (Park & Ungson, 2019). Fair compensation increases work satisfaction, safety compliance and industry reputation, while promoting productivity, skills development and long-term sustainability in this specialised sector (Perevozova et al., 2019). The impact of remuneration for employees on turnover is rather profound. Adequate pay influences loyalty, work satisfaction, and skill retention, thereby promoting reduced recruitment costs and fostering team stability in specialised industries (Skelton et. al., 2019). The impact of pay on the South African economy is far-reaching and may include factors such as increased consumer spending, reduced inequality, increased attractiveness to talent, productivity, tax revenues and investor confidence. This then may, in turn, promote economic stability and growth (Menyelim et. al., 2021).

Diamond mining companies in South Africa are challenged with employee turnover as a result of their employees moving from one company to the next and such high employee turnovers may cause instabilities within the organisation. Small scale diamond mining companies are struggling to compete with bigger organisations with regards to employee remuneration. One of the current problems facing mining organisations is the challenge of offering better salaries and benefits that will attract, and retain their best employees (Bhattacharya, 2022). This means that small scale companies are unable to recruit highly competent workers who have extensive knowledge and experience in diamond mining. Moreover, this problem is compounded by the fact that the mining industry often requires specialised skills and knowledge, essentially making it difficult to replace experienced employees when they resign (Vasantham & Aithal, 2022).

Concerning the topic of employee remuneration in the South African diamond mining industry, the following points are the research gaps that were identified:

- How does the adequacy and fairness of remuneration influence employee turnover intentions?

- How do different remuneration structures, such as performance-based incentives, affect employee retention and turnover?
- What are the perceived effects of competitive remuneration on employee loyalty and turnover rates?

Fundamentally, by addressing these gaps, a positive practical contribution to the existing body of work done on this topic may be made and it may also benefit organisations in terms of sustainability, growth and reduced turnover rates. In addition, targeting the above gaps may also contribute to the broader economy by increasing consumer spending and reducing inequality. Lastly, government will then be able to collect more tax which may be used to create employment in other business sectors.

1.5. Research questions

There are different theories of needs that outline various factors that may influence employee morale which could ensure personal growth and work satisfaction. The following are questions posed by this study with the aim to understand and possibly address these factors:

- How does the adequacy and fairness of remuneration influence employee turnover intentions?
- How do different remuneration structures, such as performance-based incentives, affect employee retention and turnover?
- What are the perceived effects of competitive remuneration on employee loyalty and turnover rates?

1.6. Justification/rationale

The findings of this research study could provide crucial information to mining organisations on how to better remunerate and motivate their employees with the aim of improving retention rates. This knowledge may urge most mining companies to address the gaps in their current remuneration and retention strategies. Furthermore, the data from this research study may contribute to the existing body of knowledge that has been conducted with regards to remuneration and retention. It may provide a

more comprehensive perception into the interrelation of these factors, including how they may be used to formulate strategies and policies that will improve retention rates.

Employee retention is a critical issue for organisations and turnover may have significant financial, and operational impacts for them (Baten et. al., 2019). Remuneration is an essential factor that may motivate and keep employees satisfied in the company (Zafar & Siddiqui, 2019). As was mentioned earlier in this chapter, understanding the relationship between compensation, motivation, work satisfaction and retention is critical for organisations that wish to retain their employees (Mahmud et. al., 2018). A further rationale for this study is the fact that there is limited research that specifically focuses on the South African diamond mining industry, which is an important sector of the South African economy. This research study may shed some light on particular factors that may affect employee retention in this industry and could potentially assist organisations to develop strategies that may help them retain their employees. Finally, this research study may add value to the academic world by highlighting important information concerning the subject of employees' remuneration and retention.

1.7. Limitations of the study

Considering the scope of this research study, it will be limited to the diamond mining industry in South Africa and one of the diamond mines will be used to represent all the other diamond mines. It is presumed that the data of this study will be applicable to other diamond mines. The sample of participants for this research study will include experts from management, as well as employees. The focus group discussions will be a composition of supervisors and employees on the lower bands from various departments. While the sample size for the interviews will be made up of five managers on the same level heading different departments. Lastly, the sample size for the focus group discussions will be made up of 15 employees (three per department) from various departments. The one-on-one interviews and the focus group discussions will be conducted within a 6-8 week period and the data will be analysed afterwards. There may be a need to re-interview the experts or focus group participants in order to verify, or clarify some data upon analysis. This research study will be conducted in English, however, as a language found to be difficult for some, it may pose to be a barrier to

some employees when conducting the focus group discussions. Due to this limitation, the participants' responses may be unarticulated since some employees may not be able to express themselves clearly.

With regards to the methodology, this research study will be qualitative in nature. This study will purposefully seek to gain in-depth information regarding the phenomenon of unsatisfied employees and the factors that spark their need to leave their companies. A comparison of the views made by management during the interviews and the focus groups discussion feedback will be conducted during the data analysis phase. The access to data will rely on the permission and restrictions granted by the company of choice to conduct the interviews, and group discussions. Access to the necessary data and any possible restrictions may limit the scope of this study, and content of the focus group discussions, as well as the interviews. Finally, the availability of management may also limit the amount of data that could be collected from interviews.

1.8. Operational definitions

The following are some of the definitions that will be used to give context to the subject of this study and to explain some of the concepts.

1.8.1. Remuneration

This can be defined as retribution or a form of compensation that is received by employees for their contribution to the company and may include wages, bonuses, benefits and commissions (F Werdati, 2020).

1.8.2. Motivation

This concept refers to the internal and external factors that drive employees to behave in certain ways, for example, working towards achieving their goals or objectives, putting in extra effort towards their work, and maintaining a positive attitude towards their duties (Klopotan et. al., 2018).

1.8.3. Work satisfaction

Work satisfaction refers to employees' perception of their work, which may be reflected through their positive attitude towards it (Murtiningsih, 2020).

1.8.4. Employee retention

Employee retention refers to the strategies and practices that organisations put in place to ensure that employees remain at the company on a long-term basis (Ni Komang Pertiwi, 2021).

1.8.5. Turnover

This concept refers to the number or percentage of employees who leave an organisation during a specific period; usually within a year and they need to be replaced (Department of Industrial Management, Faculty of Applied Sciences, Wayamba University of Sri Lanka 60200, Kuliyapitiya, Sri Lanka. et al., 2020). In essence, it is a measure of employee attrition or the rate at which an organisation loses, and replaces its employees (Department of Industrial Management, Faculty of Applied Sciences, Wayamba University of Sri Lanka 60200, Kuliyapitiya, Sri Lanka. et al., 2020).

1.9. Structure of research study

For the intents and purposes of this research study, a brief discussion on its contents will be presented below:

1.9.1. Introduction

To adequately introduce this research study, an overview of the subject matter will be discussed. A brief outlook regarding the relationship between compensation and employee turnover, specifically in the context of the South African diamond mining industry will be discussed as it may lay a foundation for future research. Essentially,

this chapter describes the study's goals, scope and importance.

1.9.2. Literature review

During the literature review, an in-depth and thorough analysis of the research topic, applicable theories and practices that were conducted in the past regarding the issue of employee motivation, pay plans and turnover rates will be examined. This chapter will highlight and discuss possible gaps in the present literature, including an attempt to bridge the gap between historical perspectives and current findings.

1.9.3. Conceptual framework

By employing a variety of motivational theories required to explore the internal and external factors that may be influencing employee well-being and retention, this chapter will aim to develop a theoretical framework for this research topic. It will introduce a strong foundation for analysis and describe the theoretical connections that may exist between compensation, employee motivation, satisfaction and turnover. Numerous research studies have been conducted to explore the different theories that may be related to employee motivation and remuneration, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Equity Theory. These theories provide insight into the factors that may potentially influence employee motivation and work satisfaction, including how organisations may design effective compensation packages that could aid them in meeting employee needs, and expectations.

1.9.4. Methodology

In this chapter, the research design that was chosen for this study will be highlighted and discussed in length, outlining the preferred methodology that was chosen in order to collect the necessary data, the sampling procedures that were undertaken, and any analytical tools that required to analyse the data. This chapter's objective is to guarantee the trustworthiness and accuracy of this research study by detailing all ethical considerations, as well as any strategies used to maintain data integrity.

1.9.5. Data analysis

With regards to the analysis of the collected data, this chapter will examine the data and the results thereof will be presented to illustrate the influence that remuneration may have on employee turnover. Essentially, the main objective of this chapter is to determine if the results of this research study are linked to the theoretical framework and current literature.

1.9.6. Conclusion, limitations of the study and recommendations

In the final chapter of this research study, conclusions pertaining to the results will be presented and discussed. The key findings will be concluded in an attempt to emphasise the implications for industry practices, and policies. In addition, any and all limitations that were experienced during the course of this research study will be mentioned and explained. Lastly, possible recommendations for improving employee retention through strategic compensation practices will be proposed and further recommendations will also be suggested for future research endeavours; thus highlighting the study's contribution to academia and the field of mining.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The South African diamond mining sector makes a substantial contribution to the economy in terms of GDP and jobs. Diamonds are mined from 25 different countries of which 49% of the total global production comes from South Africa (Matthews, 2023). The diamond mining industry contributes 18% of the annual GDP of South Africa and approximately $3 billion annually on average is made from global sales (Matthews, 2023). This lucrative industry is also known for producing the most rare and stunning stones in the world, one of which is the Cullinan diamond which was sold to the Queen of England. De Beers controls 50% of the world's yearly production and possesses the majority of the mines in South Africa (Matthews, 2023). They regulate the prices in the diamond market and this has a positive impact on the country's economy in terms of their overall contribution to the GDP. The South African mining industry has a total of 458 954 employees of which 13 000 are employed in the diamond sector (Statista, 2023).

To ensure the continued growth of the South African economy, the diamond mining sector plays a crucial role and therefore its sustainability, and modern development is a necessary objective. With this in mind, it is the opinion of some that employee retention should be prioritised for the success and longevity of the business, while driving it towards future success (Craig, 2023). Creating a conducive workplace is crucial for maintaining employee engagement, inspiration and motivation in order to enhance their work performance. Employees are key assets in every work environment and their knowledge, and experience determines the rate of productivity, responsiveness to duties, quality of work and recognition of service (Anwar, 2021). Concerning the issue of human resource management, the relationship and communication between employees and their leaders should be some of the pillars that support the strategies of organisations (Anwar, 2021). Thus, informed employees are engaged and this leads to positive employee morale and productive employees.

It is difficult to manage an effective business without the teamwork of professionals, as well as a good reward and motivation system (Anwar, 2021). Employees' reward, recognition and motivation are some of the critical elements that may impact

employees' morale, and productivity either positively or negatively. There is a growing demand for employee satisfaction and motivation in the workplace (Anwar, 2021). Employees may be rewarded with increased involvement in other duties, participation in decision making processes, workload autonomy, task significance and recognition of their hard work (Anwar, 2021). According to Panatik (2019), motivation is the act of encouraging people to perform a certain task as a result of interaction between the conscious and unconscious factors. Influencing behaviour may include personal requirements, desires, rewards, incentives, including the severity of these influences (Panatik, 2019). Employees are inspired by ways in which their managers create and promote an environment which is conducive for employee productivity (Adegboyega M. O., 2017). Employees who are driven show signs of becoming the most productive, most engaged and invested in their daily duties (Adegboyega M. O., 2017). It is argued that it remains the duty of leaders to inspire their workers to stay committed to the company. The success of the manager, which may guide a company to be successful, is most probable when the employees are motivated, engaged and committed to their work. The current literature describes motivation as an individual's collective willingness to offer maximum efforts towards organisational goals (Adegboyega M. O., 2017).

Employees who commit to their companies are rewarded and incentivised properly. Should this no longer be the case, or such rewards lessen over time, employees tend to get complacent and produce low quality work, avoid their workplaces and even seek to resign when presented with the opportunity (Panatik, 2019). Many in the field of mining agree that employee morale should be one of the core values of every organisation as it is one of stark indicators of a successful organisation. Companies are expected to invest in initiatives that will aid them in understanding the needs of their employees and factors that motivates them in the workplace. Employees that are motivated are more likely to be productive and remain at their companies for longer terms. Bonuses, monetary remuneration, paid time-off and travel pleasures are some of the rewards, and incentives that influence the behaviour of employees to be satisfied, motivated, committed and productive in the organisation (Panatik, 2019).

The literature that will be presented, discussed and explained in this chapter will explore the various theories of employees' remuneration as a motivator, and factor

that may lead to work satisfaction. Furthermore, this literature review seeks to explore the numerous factors that may give organisations the ability to retain their employees, more specifically those that are highly trained. Possible research gaps that may be found in the various literature will be explored and identified in this chapter. The theoretical framework will comprise of remuneration as an independent variable, motivation (mediating variable), work satisfaction (mediating variable) and turnover (dependent variable).

2.2. Motivation

A motivated workforce should be a priority for every organisation as it is important for their sustainability and growth. That is why the reasons that stimulate specific individual behaviour need to be understood and acknowledged (Adegboyega M. O., 2017). Frederick Herzberg identified motivators and hygiene as the two factors that influence employees working attitude, and their productivity levels (Adegboyega M. O., 2017). The motivators are intrinsic in nature and they influence employees' work satisfaction, whereas hygiene factors are extrinsic in nature and serve to prevent employees from being dissatisfied with their respective duties (Adegboyega M. O., 2017). It is clear from Herzberg's Two-Factor theory that organisations must focus on motivators to influence employees' satisfaction with their work. The theory identifies employee recognition, sense of personal achievement, development prospects and personal growth as factors that motivate employees (Deb, 2023). Wage and benefits, corporate policies and management, strong interpersonal relationships, and perceived status due to the level of work that they do, are a few of the numerous hygiene factors that were identified by past literature (Deb, 2023). From the examples of motivators and hygiene factors stated above, it can be deduced from the literature that both factors are independent from one another.

McClelland's Needs Theory of Motivation highlights the importance of achievement, power and affiliation with regards to people's actions and behaviour (Adegboyega M. O., 2017). In general terms, people feel a sense of accomplishment when they excel at what they do. As they achieve or reach certain milestones in their lives, or careers, individuals gradually become more confident and are persuaded to achieve more. It is argued that achievement is coupled with some level of satisfaction, as McClelland is

of the view that needs are learned or acquired by the type of events employees experience in their environment, and prevailing culture (Adegboyega M. O., 2017).

Another theory that may be associated with the topic of motivation is Maslow's Hierarchy of Needs. In his acclaimed model he emphasised the need for belonging and love. So, in light of the discussion of this research topic, being affiliated with an organisation or a social group provides one with a sense of belonging and love. People have a strong desire to be proudly affiliated with elements in their lives that bring meaning to it; be it friendships, social gatherings or their careers (A. Acquah, 2021). Employees who are associated strongly with their company work well in teams and are bound to be effective, or productive (A. Acquah, 2021). Employees who have a sense of connection are also unlikely to leave their organisation. It is stated that organisations need to foster a culture that will cultivate a sense of belonging and affiliation amongst their employees. The matter of power concerns the desire to lead and manage one's own tasks, or the tasks of others (A. Acquah, 2021). Driven individuals have a strong desire to influence, teach, or inspire others to act in ways that reflect their values and worldviews (Adegboyega M. O., 2017). Therefore, organisations should find it beneficial for them to delegate authority to those who are able to influence productivity and inspire hope, and confidence amongst their subordinates.

Focusing on the Self-Determination Theory, it explains how motivation develops and its influence on human behaviour, and their wellbeing (R.M. Ryan, 2020). This theory identified the need for autonomy, need for competence, and the need for relatedness as basic psychological needs that must be fulfilled (R.M. Ryan, 2020). One of the first needs mentioned, autonomy, argues that people have the desire to feel a sense of volition over their own behaviour (R.M. Ryan, 2020). The second need, competence, is the need or desire to experience effectiveness when interacting with the universe, whereas relatedness refers to the desire to be connected with others. That is, a sense of satisfaction with the environment and feeling accepted (R.M. Ryan, 2020). Fundamentally, employees who are autonomous are self-driven and motivated to be productive, and thus a competent workforce is most likely to achieve their goals, which in turn may prompt reward and recognition. Finally, the need for relatedness in an individual's life creates a sense of association. This association in turn may promote

organisational awareness of employees' psychological and emotional needs. This awareness may then persuade employees to not resign from their positions.

Lastly, the Expectancy theory, also known as the Expectancy-Valence theory, is a self-efficacy theory states that an individual's desire to complete a task is influenced by the level of confidence they have in their ability to do it (expectancy). Furthermore, their belief in the positive outcomes of the activity (valence) and the importance that they place on those outcomes are also determining factors (Dietrich et. al., 2019). The literature suggests that individuals are more likely to be motivated to perform a task when they believe that their effort will lead to a successful performance (expectancy), the successful performance will lead to desirable outcomes (valence), and the outcomes are personally valuable to them (valence) (E. Clark & Saxberg, 2018). In essence, the literature on this theory proposes that it offers a valuable framework for understanding the connection between compensation, motivation and employee retention. Organisations may be able to utilise this theory to create remuneration strategies and systems that meet employees' expectations.

2.3. Remuneration

Remuneration is retribution or a form of compensation that is received by employees for their contribution to a company (F Werdati, 2020). Murtiningsih (2020) opines that remuneration is a tool used by management to recognise and reward good employee performance in the work place. It is believed to be a major factor that may influence motivation amongst employees in various organisations. Onyekwelu et. al. describes remuneration to be all forms of payments or rewards used to compensate employees for their work (Onyekwelu R.U, 2023). This includes wages, bonuses, benefits and commissions (F Werdati, 2020). Onyekwelu et al further states that remuneration is the "glue" that is used to legally bind employees to an organisation in the form of a contract (Onyekwelu R.U, 2023). Some argue that remuneration has a positive effect on employee work satisfaction (Ni Komang Pertiwi, 2021). It may also include engaging in task assignments, challenging job responsibilities, possibilities for acknowledgment and advancement, motivated colleagues, a conducive work atmosphere, favourable policies and flexible work schedules (F Werdati, 2020). This

means that remuneration cannot be limited to physical money alone, but rather it needs to be implemented holistically for total satisfaction.

The following are the three principles of remuneration (F Werdati, 2020):

- Conformity: remuneration is linked with employee contribution;
- Fairness: employees to be remunerated based on their job complexities;
- Effectiveness: remuneration is aligned with regulations and given with the long-term value, and health of the company in mind (Fauchil et al., 2020).

Compensation positively influences employee retention due to a direct relationship between the two factors (Murtiningsih, 2020). Remunerating employees for their work plays an important role in building and maintaining team work amongst employees as it helps to achieve set objectives (Bisaso I. W., 2020). Sardjana et al deduced that remuneration affects performance and other elements that could possibly influence performance positively (Sardjana, Sudarmo, & Suharto, 2018). This means that remuneration may have a direct relationship with performance; that is, the more employees are remunerated, the better they perform (Sardjana, Sudarmo, & Suharto, 2018).

Onyekwelu et. al stressed that it is necessary to determine whether an individual is social or economic in nature (Onyekwelu R.U, 2023). Understanding whether individuals are social or economic may assist an organisation to develop proper remuneration packages that will motivate employees and promote the right behaviour in the workplace. An effective remuneration system may have a direct relationship with employee retention due to employees' staying if set at the right level (Bisaso I. W., 2020). There more the employees are renumerated the more the likelihood that they will perform and vice versa (Sardjana, Sudarmo, & Suharto, 2018). The stability of the organisation is important and employee retention should be the number one priority for organisation. Sardjana et al deduced that remuneration affects performance and other variable driving performance positively (Sardjana, Sudarmo, & Suharto, 2018).

Compensation positively impacts employee work satisfaction (Ni Komang Pertiwi, 2021). Remuneration when structured properly may give employees power. Based on the McClelland's Two-Factor theory, one can surmise that remuneration is a power motivator which encourages them to inspire others to excel in their workplace. Organisations should structure their remuneration systems to be financial and non-financial for total satisfaction of their employees. Financial incentives alone are costly and not sustainable, and could potentially not garner the desired results (Brigman, 2019).

2.3.1. Employees' perception about remuneration

It is believed that organisations should structure their compensation schemes in such a way that their current salaries are higher than market standards (Brigman, 2019). Employers should determine if their employees' compensation preferences are solely financial or if they value other factors such as flexibility, safety, work-life balance, job stability, personal growth, or alternative kinds of compensation (Brigman, 2019). One is reminded of what Onyekwelu et al previously stated regarding determining whether individuals are social or economic beings. Employees feel their worth when their well-being is prioritised and the trajectory of their careers is considered by an company (Onyekwelu R.U, 2023). Individuals such as these are more social than economic and they prefer to be rewarded emotionally than financially. Current literature on this subject does not clearly state what employees' perceptions are regarding remuneration. The organisations do not understand their employees' remuneration preferences (Brigman, 2019).

2.3.2. The relationship between remuneration and work complexity

Money is the primary motive for employees who work in manual labour environments, more so those with lower educational levels (Mura, 2019). Employee morale is enhanced when each person is assigned individual objectives rather than a single overarching objective (Alwaki, An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations, 2018). Organisations commonly utilise Skill-Based Pay, Performance-Based Pay, and Seniority-Based Pay as remuneration methods to acknowledge and incentivise skill, performance and

seniority (Yen Ping Ki, 2022). The employee levels of remuneration are determined by the levels of productivity of employees (Zyl, 2021). It is difficult to connect employees' marginal efficiencies considering the complexities of their relationship with the employer (Zyl, 2021). Workplace complexities faced by employers are skills levels or competence, work experience, adoption of new technology and linking employee productivity, and remuneration (Zyl, 2021). Yen Ping does not relate remuneration with work complexity, but rather with competency, performance and responsibility. The dearth of research on the relationship between work complexity and remuneration is not as extensive as it should be. Hence, there seems to be a need to conduct further research on the relationship between remuneration and work complexity. Effective remuneration systems are essential motivating factors that create harmonious relationships between organisations and their employees (Mura, 2019).

2.4. Employee retention

Employee retention refers to the strategies and practices that organisations put in place to ensure that employees remain in their employment long-term (Ni Komang Pertiwi, 2021). Employees turnover is one of the biggest challenges faced by organisation to date (Panatik, 2019). Employees who feel that they belong to an organisation are unlikely to leave it (Ni Komang Ayu Yogi Pertiwi, 2021). Maslow, as mentioned earlier in this chapter, noted that a sense of belonging was one of the basic human needs and that there is an element of attachment that comes with a sense of belonging. McClellan emphasised in his theory that people yearn to be associated with social groups, friendships and organisations (A. Acquah, 2021). Thus, employees who feel that they belong to an organisation contemplate leaving. Organisations have an obligation to manage and motivate their employees so that they are satisfied with their work, and this may yield a high level of commitment to the organisation (Murtiningsih, 2020). However, one difficulty encountered by human resource management is an employee's desire to seek better working conditions in other organisations (Murtiningsih, 2020). Employee turnover does not only cost the company to recruit new workers, but productivity and sustainability are also impacted by turnover (Panatik, 2019). Employee retention assist the human resource department with the succession planning as it aims to determine the competent strategic positions in organisations (M.S.Kamalaveni, 2019). Attractive job offers, family issues and career

growth are some of the issues that lead to employees voluntarily leaving the organisation (M.S.Kamalaveni, 2019)

There is a need for organisations to become intentional about retaining hardworking and diligent employees by inspiring them, providing required adequate training and development to support them in advancing their skillset, and compensating them (Murtiningsih, 2020). The attitude of managers towards employees significantly influences employee retention in an organisation. Highly committed employees demonstrate strong qualities, exhibit thoroughness in their work and display loyalty to their company (Ni Komang Ayu Yogi Pertiwi, 2021). It has been argued that organisations should also be cooperative regarding employee welfare to ensure overall satisfaction at work and loyalty, thus maximising their contribution to the organisation (Murtiningsih, 2020). Organisations are now developing policies for recruitment, induction, training and development, compensation and benefits, job profiles and wage standards with the intention of retaining employees in a long run (M.S.Kamalaveni, 2019). Organisations incur costs of recruiting and invest money on training and development of employees to fit and improve efficiencies of employees thus these necessitates the need to retain employees (M.S.Kamalaveni, 2019). The organisation must get value from their investment on employees in terms of performance for their sustainability and competitive advantage.

2.4.1. Factors influencing employee retention and turnover

Organisational commitment is another aspect that influences employee retention (Ni Komang Ayu Yogi Pertiwi, 2021). Lack of promotional opportunities, unfair treatment among employees and lack of values are some of the factors that may lead to increase turnovers in a company (M.S.Kamalaveni, 2019). Kamalaveni et al further highlight that the occurrence of shock, whether positive or negative, may initiate thoughts of resignation within employees (M.S.Kamalaveni, 2019). They state that positive shock factors may include offers of employment and pregnancy among others, whereas negative shock factors may include friendships ending, poor performance appraisal and the relocation of a spouse (M.S.Kamalaveni, 2019).

Another element that may contribute to employee retention is that of work satisfaction (Ni Komang Ayu Yogi Pertiwi, 2021). This is an important indicator for employers, since employees find working in an enjoyable environment to be conducive to their work performance. Should this not be the case, then individuals become frustrated and search for alternative employment elsewhere. It is opined by some that employee morale and performance may be directly influenced by work satisfaction. Generous remuneration could result in personnel remaining with an organisation for an extended period. This means that compensation is a vital contributing factor that employees consider when making the decision to leave or remain at a company (Ni Komang Ayu Yogi Pertiwi, 2021). Work environments, satisfaction at work, recruitment, compensation, development opportunities, performance appraisals, leadership, employee commitment and a balance between one's work and daily life are some of the pull factors that were identified by research (M.S.Kamalaveni, 2019). Research has highlighted management practices, low compensation, limited career progression prospects, lack of peer support, inadequate supervision, limited learning opportunities, poor working conditions, lack of communication and employment insecurity as the primary factors that may cause employees to resign (M.S.Kamalaveni, 2019).

2.4.2. The role of organisational culture on employee retention

It is argued by some that organisational culture may significantly impact employee morale and is crucial for the success of any organisation. Organisational culture enforces the core values in a secure and accepted manner among employees (Murtiningsih, 2020). An effective organisational culture influences the way managers plan, organise and control their management functions (Murtiningsih, 2020). A toxic corporate culture is one of the contributing factors that forces employees to resign from an organisation (D. Sull, 2022). Sull et al identified failure to promote diversity, employment equity, inclusion, workers ill treatment, and unethical behaviour as some of the elements that may contribute to toxic work cultures (D. Sull, 2022). Research has observed that a toxic work culture was one of the striking contributing factors why employees left their companies. Toxic work cultures seem to have greater impact on employees than remuneration (D. Sull, 2022). A culture that is influential and instils core values has a significant effect on employee behaviour (Murtiningsih, 2020).

Cloutier, Felusiak, Hill and Pemberton-Jones identified the following four strategic pillars that organisations may implement in order to retain their employees (Singh, 2019):

- Effective communication;
- Work force diversity;
- Recruiting skilled and competent employees; and
- Training and development plans for employees.

Onyekwelu stresses the importance of organisations creating a variety of policies and procedures to improve working conditions, employee management, competitive compensation and possibilities for career advancement (Onyekwelu R.U, 2023).

2.4.3. The role of work satisfaction on employee retention

Satisfaction at one's workplace may determine what type of perception that one has of their work environment. This may be reflected through a positive attitude towards one's duties at work (Murtiningsih, 2020). Employees who are satisfied with their work tend to remain longer at an organisation. They tend to be productive, efficient and offer themselves selflessly to assist their company to develop when their satisfaction is high (Murtiningsih, 2020). However, the opposite may be observed should their level of satisfaction decrease. Employees are unlikely to leave a company when they are comfortable and content (Murtiningsih, 2020). Work satisfaction of individuals is the important factor which organisations must aspire to achieve (Duong, 2020). Fundamentally, being content with one's work and one's self may be directly correlated, as an increase in work contentment may culminate in employee satisfaction (Duong, 2020). In addition, Murtiningsih highlighted personality, values, work environment and social influence as some of the factors that may affect employees' work satisfaction (Murtiningsih, 2020).

2.5. Empirical perspective

Organisation must understand the factors that motivates the employees in the workplace. The factors driving employees' motivation must be incorporated in the

organisational culture to drive the right employee mindset. The success of every strategy, idea, plan etc is fully dependant on the organisational culture. The motivators and hygiene factors must be understood by organisation if they are to retain a motivated workforce.

Onyekwelu is of the view that competitive compensation may be used as an incentive to retain the service of employees (Onyekwelu R.U, 2023). Though he argues that remuneration can also be used as an influencer, it is still not the main factor. Regardless how competitive the remuneration packages are, a toxic culture may cause employees to resign. According to research literature, remuneration definitely permits employees to have buying power which is also a motivator as stated by McClelland's theory (A. Acquah, 2021). Young professionals may remain longer at an organisation if there is proper training, development and career growth opportunities. They are more aware of the fact that career growth is coupled with better remuneration packages, responsibilities and challenges. Training, development and succession planning may be some of the main reasons as to why young professionals choose to remain longer at companies. Work satisfaction mediates the effects of compensation and organisational commitment on employee retention (Ni Komang Ayu Yogi Pertiwi, 2021). Employees who feel valued by their organisation are most likely to stay (Ni Komang Ayu Yogi Pertiwi, 2021).

Onyekwelu mentioned the need to understand whether a "man" is social or economic (Onyekwelu R.U, 2023). This solution will help organisations tackle the problem of staff retention. This is a complex issue that has no specific answer but worth doing further research on. Human beings want different things so it will always be difficult to please everyone. If human beings can be understood to that level (social or economic) then it will be simpler to satisfy their needs.

2.5.1. Prior research on remuneration and retention

Previous studies suggest that salary, organisational culture, employee work satisfaction, training and growth may positively influence employee retention (Murtiningsih, 2020). It is argued that organisations need to implement fair and competitive compensation systems in order to recruit qualified employees, and

maintain a productive workforce (Murtiningsih, 2020). The research also urges employers to value and take care for their employees so that they can stay longer in the organisations (M.S.Kamalaveni, 2019).

Remuneration is the factor but not the main reason why employee will stay (M.S.Kamalaveni, 2019). Employees must be participation in policy and decision making creates a sense of belonging thus resulting in employees being committed and attached to the organisation. Employee committees must be established to investigate the reasons behind the turnover in the organisation (M.S.Kamalaveni, 2019). Employers must enhance employee retention by offering competitive salaries, recruiting top talent, implementing succession planning, providing attractive employee benefits, implementing human resource practices for high performance, and establishing binding contracts (M.S.Kamalaveni, 2019)

2.5.2. Recent trends on employee remuneration and retention

Onyekwelu emphasised how crucial it was for companies to assess and understand employees' perception of remuneration and benefit policies (Onyekwelu R.U, 2023). Of late, many companies have rigorously begun competing with one another for employees who are not only highly skilled, but who are in search for more beneficial rewards and opportunities (Singh, 2019). Due to this reason, organisations are now reviewing and revising their reward systems in order to address both intrinsic, and extrinsic human factors. Intrinsic rewards focus on the psychological development of employees and includes benefits such as autonomy, feedback and inclusivity (O Amadi, 2021). Whereas extrinsic rewards are external and completing assignments are dictated by other people (O Amadi, 2021). Therefore, remuneration is an example of an extrinsic reward.

More and more organisations are shifting from a culture of exclusivity to that of inclusivity and are currently extending their resources to local communities through social initiatives that aim to attract the youth (Singh, 2019). The intended goal for organisations is to keep employees engaged by communicating and sharing information in order to be transparent to employees (Poku, 2022).

Table 1: Literature review matrix

Author (Year)	Organisational Problem	Research Problem	Conceptual Framework	Sample	Research Gap
(Onyekwelu R.U, 2023)	Compensation as a motivator for enhancing staff productivity (Onyekwelu R.U, 2023)	The role of remuneration in enhancing workers' performance (Onyekwelu R.U, 2023)	Examining the relationship between elements such as wages, incentives, and indirect compensation on worker productivity (Onyekwelu R.U, 2023)	200	Are individuals social or economic? (Onyekwelu R.U, 2023)
(Onyekwelu R.U, 2023)	Compensation as a motivator for enhancing staff productivity (Onyekwelu R.U, 2023)	The role of remuneration in increasing workers' performance (Onyekwelu R.U, 2023)	Examining the relationship between factors such as wages, incentives, and indirect compensation on worker productivity (Onyekwelu R.U, 2023)	200	Assessment of employees' perception of remuneration (Onyekwelu R.U, 2023)
Pertiwi & Supartha	Work satisfaction	The impact of remuneration and	The effects of compensation on	45	The correlation between

	and employee satisfaction	organisational dedication on employee contentment and retention	employee satisfaction and retention with organisational commitment as a mediator		salary, responsibilities, and qualifications (Ni Komang Pertiwi, 2021)
D Singh (2019)	Create a comprehensive retention policy to address employee retention effectively (Singh, 2019)	A literature review on employee retention with focus on recent trends (Singh, 2019)	-	-	Predictability of future requirements of employees (Singh, 2019)
O Amadi et al (2021)	Inspiring the workforce for enhanced performance (O Amadi, 2021)	Examine how organisational reward systems influence employee retention (O Amadi, 2021)	Impact of reward systems on employee retention	63	Types and blend of rewarding tools (O Amadi, 2021)

2.6. Conceptual framework

The conceptual framework of a research study provides a detailed understanding of specific, and important, concepts that were highlighted during literature research. The concepts for this particular research topic were marked to be remuneration, work satisfaction, motivation and retention; and they will be discussed and explained in this section. Including defining the variables, their relationships, and how they were be explored (Guntur, 2019). This framework assisted in determining the literature that was reviewed, the methodology and research design, and the type and size of the sample (Guntur, 2019). The literature reviewed focuses on research investigating the influence of compensation on work satisfaction, motivation, and retention. The studies also examined how work satisfaction and motivation mediate the relationship between salary and retention.

2.6.1. Remuneration

Remuneration is retribution or some form of compensation received by employees for their contribution to the company including salaries, bonuses, benefits, and other incentives (F Werdati, 2020). This factor was used to explore the level of compensation provided to employees in the diamond mining industry. Remuneration is important today because we have seen a lot of labour unrest in recent years especially in the mining industry.

2.6.2. Work satisfaction

Work satisfaction defines the employees' perception of their job reflected through their positive attitude towards their work (Murtiningsih, 2020). The tool was utilised to evaluate employees' satisfaction levels about their compensation package and its influence on their decision to remain with or go from the organisation.

2.6.3. Motivation

Motivation is the act of encouraging people to do something because of interaction between the conscious and unconscious factors (Panatik, 2019). It was used to examine how remuneration impacts employees' motivation to work hard and achieve their goals.

2.6.4. Retention

Employee retention refers to the strategies and practices that organisations put in place to ensure that employees stays for a long time (Ni Komang Pertiwi, 2021). It was used to measure the impact of remuneration on employees' turnover rates in the diamond mining industry.

Figure 1: Conceptual Framework



The conceptual framework was used based on the following theories:

- Equity theory: Employees' motivation and work satisfaction are influenced by their perception of fairness in the workplace, including the level of compensation they receive (Stie Dharma Bumiputera, Jakarta et al., 2022)
- Expectancy theory: Employees' motivation is driven by the expectation that their efforts will lead to desired outcomes, such as higher pay or promotion opportunities (Uka & Prendi, 2021)
- Maslow's Hierarchy of Needs: Employees' basic needs, for example financial security, must be met before they can focus on higher-level needs, such as self-actualisation (A. Acquah, 2021)

- McClelland’s Theory: This theory of motivation highlights the importance of achievement, power and affiliation regarding people’s actions and behaviour (Adegboyega M. O., 2017)
- Two-Factor Theory: The motivators are intrinsic that may influence employees’ work satisfaction, whereas hygiene factors are extrinsic and serve to prevent employees from being dissatisfied with their respective duties (Adegboyega M. O., 2017)
- The Self-Determination Theory: The self-determination theory identified the need for autonomy, need for competence and the need for relatedness as basic psychological needs that must be fulfilled (R.M. Ryan, 2020).

2.7. Theoretical perspective

2.7.1. Equity theory

The equity theory is applicable to this research study, because it focuses on the balance between an individual's inputs and outputs in certain situations. Furthermore, how that balance compares to others in similar situations (Zhou et al., 2020). Employees who believe that their remuneration is not equitable in comparison to their peers, or to industry standards may experience lower levels of work satisfaction, motivation, and may ultimately resign from their company (Zhou et al., 2020). If two employees with the same responsibilities and qualifications receive vastly different salaries, the employee receiving the lower salary may believe that their inputs (effort, skills, and experience) are not being justly compensated with their outputs (salary, benefits) (Kim et al., 2019). This could cause an individual to become demoralised and disappointed with their employment, resulting in decreased motivation and a higher probability that they will resign (Kim et al., 2019).

The equity theory was applied to this research to get feedback from the employees on the same level from different via focus group discussions since the research is qualitative in nature. The theory also assisted in addressing the research gap of the “assessment of employee perception of remuneration” (Onyekwelu R.U, 2023). Employees’ feedback regarding this theory assisted in gaining more insights into how equity theory plays a role in the impact of remuneration on employees' turnover in the

diamond mining industry. The principles of equity theory assisted in deepening the understanding and provided insight into the motivational factors that influence employee behaviour (Hu, 2021).

2.7.2. Expectancy theory

The expectancy theory posits that individuals are driven to behave in a particular manner when they are confident that their activities will produce favourable results (Eder & Dignath, 2019). In terms of applicability, this theory may demonstrate how employees' impression of the connection between their pay and anticipated results, for example work satisfaction and career advancement, may affect their motivation. Moreover, their decision to either stay or resign (Murtiningsih, 2020). Employees who believe that their current pay does not match their expectations and efforts are generally demotivated, and tempted to seek better opportunities elsewhere. On the other hand, if they perceive that their remuneration is fair and equitable, they are motivated to stay and work towards achieving their desired outcomes at their companies.

The possible application of this theory to the research topic is aimed at examining and illustrating how employees' expectations of compensation, and associated results are established, including how their perceived probability of attaining these results is affected by compensation. Furthermore, how influential the aforementioned factors are regarding employee motivation and their choice to remain at a company (Alwaki, An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations, 2018). Additionally, this theory was chosen as it could also assist in understanding “the predictability of future requirements of employees” as it was identified as a research gap (Singh, 2019). Essentially, it is hoped that this theory may be employed by companies in order to effectively aid them in communicating the link between remuneration and outcomes to their employees. Not only that, but also how this may influence their motivation and retention (Alwaki, An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations, 2018). We studied how employees' beliefs about the connection between their efforts, performance, and outcomes impact their motivation to remain with the organisation by

integrating expectancy theory into our conceptual framework (Nucharee Supatn, Teeradej Puapradit, 2019).

2.7.3. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs suggests that human needs are arranged in a hierarchical order, and that individuals must satisfy their lower-level needs before they can move on to higher-level needs (Wei & Ma, 2022). A fair and acceptable level of pay may fulfil an employee's physiological and safety demands by providing the resources necessary for basic essentials such as food, shelter and security (Permana & Bharoto, 2021). The research utilised Maslow's hierarchy of requirements as a framework to comprehend the various levels of demands employees have and how these needs may be fulfilled through compensation, work happiness and motivation.

An employee who feels valued and respected by their employer due to fair compensation may experience satisfaction of their esteem needs (Permana & Bharoto, 2021). It is important to note that while remuneration may satisfy lower-level needs, it does not necessarily motivate employees to reach higher-level needs such as self-actualisation. Some employees felt that their careers were stagnant and that no amount of compensation can provide them with the motivation to pursue further self-actualisation (Rosalba Reyes; Adriana Romo, 2019). In this instances remuneration employees' did not get their required or expected work satisfaction and remuneration did not act as a motivating tool.

Maslow's Hierarchy of Needs theory was used to understand how different levels of needs are met through remuneration and the impact of those needs on employee turnover. Employees who believe their fundamental needs are not being fulfilled by their pay may be more inclined to depart from the organisation, even if their more advanced wants are being satisfied. (Gillet et al., 2019). Employees who believe their higher-level demands are satisfied by their compensation are likely to remain with the organisation even if their basic needs are not fulfilled (Gillet et al., 2019). This research applied Maslow's Hierarchy of Needs to determine employees' individual requirements, how they were fulfilled through compensation, and how these needs impacted turnover in the South African diamond mining business. Identifying the

optimum sorts and mixtures of rewards was a research gap addressed through focus group discussions and expert interviews to determine the most suitable approach (O Amadi, 2021). The theory was utilised to develop the research questions aimed at addressing the research gaps discovered in the literature review.

2.7.4. McClelland's Theory

According to McClelland, employees are motivated by their desire to achieve success, have control over their work environment, and build positive relationships with others (Adegboyega M. O., 2017). These needs may be satisfied when individuals undertake challenging tasks, recognition, and feedback. This theory suggests that employees who are motivated by achievement are most likely to search for opportunities of employment that offer greater avenues for growth and development. Some of these avenues may include higher salaries, and benefits (Dominique Mendoza et al., 2018). McClelland's theory is considered to be is relevant to this research study because it brings to light the importance of an employee's desires to achieve, have power and affiliation in their workplace (Adegboyega M. O., 2017).

The theory assisted in explaining how remuneration impacts turnover by affecting employee needs for achievement, power, and affiliation. If employees feel that their salary and benefits are inadequate compared to their peers or to their desired standard of living, they may feel less motivated to achieve success in their job or to maintain positive relationships with co-workers. (Cullen & Perez-Truglia, 2022). Employees who felt disadvantaged as compared to their peers were mostly dissatisfied and demotivated thus opting to leave the organisation. The organisation gained an understanding of how achievement motivation can be used to structure the remuneration packages to align with the needs and expectations of the employees. By doing this, this will assist a lot with reducing the turnover rates. The theory was used to gain insights on the types and blends of remuneration tools which was identified as research gap from the literature.

2.7.5. The Two-Factor Theory

According to the Two-Factor theory, work satisfaction and motivation are influenced by two types of factors: hygienic factors and motivators. Hygiene considerations encompass elements such as wage, leisure activities, work environment and work security. These elements are essential for work satisfaction, however, they may not inherently serve as motivators for employees (Adegboyega M. O., 2017). Motivators, such as recognition, growth opportunities, and achievement may enhance work satisfaction and inspire people (Adegboyega M. O., 2017).

In the context of this research study, remuneration was considered to be a hygiene factor as it is necessary for work satisfaction, however, it does not necessarily push employees (Adegboyega M. O., 2017). Perceiving their compensation as unjust or insufficient may result in individuals becoming discontent with their work and possibly lead to turnovers at companies (Adegboyega M. O., 2017). With this knowledge, it is plausible that the two-factor theory may be able to guide the planning and implementation of successful compensation, and retention strategies in the South African diamond mining industry. This may be achieved by recognising the significance of hygienic considerations and motivators in work satisfaction, and motivation (Siruri & Cheche, 2021). The two-factor theory was relevant to this research study as it elucidated elements that may influence work satisfaction and discontent (Adegboyega M. O., 2017).

Focus group discussions and in-depth interviews were conducted to obtain a deeper understanding of employees' requirements. The idea proved beneficial in filling the research gaps highlighted in the literature.

2.7.6. The Self-Determination Theory

The self-determination theory argues that people yearn for independence, competence and relatedness (R.M. Ryan, 2020). Employees with increased autonomy in their work tend to experience a stronger sense of ownership and accountability, resulting in elevated levels of intrinsic motivation, and work satisfaction (Zhou et al., 2019). Compensation may influence employees' feeling of independence by equipping

them with the necessary tools to do their tasks efficiently (Khoshnaw & Alavi, 2020). Employees who feel competent in their roles are more inclined to be motivated and content with their employment (Sinha, 2020). Remuneration may impact employees' sense of competence by providing them with opportunities for development and growth through training, and education (Sinha, 2020).

Employees who were connected to their colleagues and managers were motivated and satisfied in their jobs (Hee et al., 2018). Compensation can influence employees' feeling of connection by offering them a perception of equity and acknowledgment, which may enhance their feeling of inclusion in a company (Mahmud et al., 2018). The effects of remuneration on employees' turnover was examined using the principles of this theory to investigate how it affected employees' sense of autonomy, competence, and relatedness, and how these factors impacted their intrinsic motivation, work satisfaction, and ultimately their decision to stay or leave the organisation (Alwaki, An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations, 2018). The employees feedback affirmed the theory.

2.8. Relationship between identified factors

This research study's conceptual framework was to explore the link between factors and their effect on the desired outcomes, which was the ultimate objective. Understanding the interplay between them was crucial for the organisation to design a well-informed plan.

2.8.1. The relationship between remuneration and motivation

In light of the literature that has been discussed thus far, it seems that remuneration is a key factor that may influence employees' morale as it provides tangible rewards for their efforts in the workplace. When employees believe that their rewards are directly linked to their efforts, they are more inclined to feel motivated and content in their roles (Jwmaa et al., 2022). Employees compare their inputs, for example effort, skills and experience, with their outcomes (salary, benefits and recognition), and evaluate whether they are being treated fairly (Husain et al., 2020).

2.8.2. The relationship between remuneration and work satisfaction

It was anticipated that there would be a favourable connection between remuneration and work satisfaction. There was a perception that employees who receive adequate compensation and benefits for their work are more likely to be satisfied with their jobs (Prasetio, Agathanisa, et al., 2019). Remuneration was a significant element in employees' work satisfaction as it immediately impacted their financial well-being and quality of life. (Abdolshah et al., 2018). Satisfied employees are more likely to be motivated and perform effectively, increasing their retention percentage with their current employer. (Murtiningsih, 2020).

Various factors, including work-life balance, employment security, professional growth prospects, and the work environment may impact work satisfaction (Abdirahman et al., 2020). The organisation should take into consideration all these other factors that affects employees' work satisfaction (Murtiningsih, 2020). Understanding of factors that contributed to factors can assist the organisation in predicting the future requirements and needs of employees.

2.8.3. The effect of motivation on the relationship between remuneration and retention

In this research investigation, motivation served as a mediating variable between salary and retention. Therefore, motivation influenced the connection between compensation and employee retention. This research investigated how motivation mediates the relationship between salary and retention. The interviews and focus group discussion were designed to gather employees' perceptions on how motivation might enhance organisational commitment and ultimately reduce attrition rates.

The effect of motivation on the relationship between remuneration and retention helped to understand how organisations can retain their employees by focusing on motivation, even when remuneration levels are not the highest (Zayed & Nahar, 2019). This can be useful for organisations that may not have the resources to offer high remuneration packages but still want to retain their valuable employees (Zayed & Nahar, 2019).

2.8.4. The effect of work satisfaction on the relationship between remuneration and retention

The effect of work satisfaction on the relationship between remuneration and retention with regards to this research study can be explained to mean the potential moderating role that work satisfaction has on the relationship between remuneration, and employee retention. Work satisfaction was a key factor that influences employee retention, as employees who are satisfied with their jobs are more likely to stay with their current employer (Irabor & Okolie, 2019). It is possible that work satisfaction could moderate the relationship between remuneration and retention (Al-Wareth Alrazehi et al., 2021). If employees are highly satisfied with their work, they may be less likely to leave even if their remuneration is not as high as they had hoped (Pekerşen & Tugay, 2020). On the other hand, if employees are not satisfied with their jobs, even high levels of remuneration may not be enough to retain them (Pekerşen & Tugay, 2020).

It was crucial to investigate how work satisfaction could influence the connection between compensation and employee retention. Discovering a significant interaction effect would indicate that the connection between salary and retention varies in strength based on the amount of work satisfaction. (Desai, 2018). This information was utilised to assist employers in creating remuneration retention plans that considered the impact of work satisfaction on the remuneration-retention dynamic.

2.9. Research gaps

The following research gaps were marked during the literature review and will be discussed:

- Is a man social or economic in nature (Onyekwelu R.U, 2023)?
- Assessment of employees' perception of remuneration (Onyekwelu R.U, 2023).
- The relationship between salary, responsibility and qualifications (Ni Komang Pertiwi, 2021).
- Predictability of future requirements for employees (O Amadi, 2021).

- Types and blend of rewarding tools (O Amadi, 2021).

2.9.1. Is a man social or economic in nature?

Understanding whether individuals are social or economic in nature is important for this research topic as it may aid it to identify any key factors that could influence employee turnover. For instance, if an employee perceives that their remuneration is equitable compared to their colleagues in similar positions within an organisation, they may be more likely to stay at the company (Zhang & Li, 2019). On the other hand, if they feel that their social needs, such as recognition and appreciation, are not being met, they may seek employment elsewhere regardless of their remuneration package (Giauque et al., 2019). Therefore, understanding whether an individual is motivated by social or economic factors may provide valuable insight into how to design effective retention strategies that could address the needs and expectations of employees (Klopotan et al., 2018).

2.9.2. Assessment of employees' perception of remuneration

An employee's view of their salary could significantly influence how satisfied they are with their work and their level of motivation, which subsequently may affect their decision to remain with or go from an organisation (Mahmud et al., 2018). By understanding employees' perception of their remuneration, organisations can design their compensation packages to better meet employees' expectations and needs, which may in turn increase their work satisfaction, motivation and retention (Mahmud et al., 2018). Employees' perception of their remuneration has not always aligned with the actual remuneration that they should receive. If employees believe that their compensation is unfair or inequitable, they may become demotivated and dissatisfied with their job, which may ultimately lead to turnover (Cullen & Perez-Truglia, 2022). Therefore, understanding employees' perception of remuneration can help organisations identify and address any discrepancies between employees' perceived and actual compensation (Cullen & Perez-Truglia, 2022).

Assessing employees' perception of remuneration provided valuable insights into the factors that contribute to employees' decision to stay or leave an organisation (Alwaki,

An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations, 2018). By understanding why employees perceive their compensation in a certain way, organisations can identify the areas that need improvement in order to retain their top talent. Assessing employees' perception of remuneration is critical for organisations to develop effective compensation strategies that support employee retention and work satisfaction. (Alwaki, An Evaluation of the Impact of Remuneration on Employee Attitude and Performance in Organizations, 2018).

2.9.3. The relationship between salary, responsibility and qualifications

The relationship between salary, responsibility and qualifications are important elements that need to be explored in this research study, because they may aid in the comprehension of how these factors may impact remuneration and employee retention. The issue of salary was often considered to be the primary factor in determining remuneration, however, responsibility and qualifications also played a striking role (Dominique Mendoza et al., 2018). Employees with higher levels of responsibility may expect higher compensation, while those with more advanced qualifications may have higher salary expectations (Mahmud et al., 2018). However, there may also be cases where an employee's salary does not match their level of responsibility or qualifications. This contrast may affect their work satisfaction and ultimately lead to turnover (Hur & Bae, 2022). Therefore, examining the relationship between these factors may produce insight into how remuneration decisions are made and how they may impact employee retention (Shamsi & Alsinani, 2018). It can also inform strategies for improving remuneration practices and reducing turnover by ensuring that employees are compensated fairly based on their responsibilities, and qualifications (Shamsi & Alsinani, 2018).

2.9.4. Predictability of future requirements of employees

The predictability of future requirements of employees seems to be crucial for organisations in several ways. It allows companies to anticipate and prepare for upcoming staffing needs and requirements. This may guarantee that they have the essential human resources needed to achieve their operational and strategic

objectives (Bilagi, 2022). To further elaborate, this may entail predicting future worker requirements by considering aspects such as business expansion, turnover rates and evolving demands for employment (Bilagi, 2022). Predictability helps organisations to retain their most talented workers by providing them with clear career paths and growth opportunities that align with their skills, and interests (Abdulai Sawaneh & Kanko Kamara, 2019). In essence, this may reduce the risk of losing valuable employees to competitors who may offer more attractive career opportunities.

Predictability of future requirements can help organisations to control costs associated with recruitment, hiring and training by enabling them to proactively address workforce needs before they become critical (Jaillet et al., 2022). This can result in significant cost savings and improved operational efficiency. The predictability of future requirements of employees is an essential consideration for any organisation that wants to maintain a competitive advantage and achieve long-term success (Suciu et al., 2022).

2.9.5. The types and blend of rewarding tools

The importance of the types and blend of rewarding tools for organisations lies in their ability to attract, retain and motivate employees (Hussainy, 2020). Rewards can take various forms, for instance monetary compensation, benefits, recognition and the opportunity to evolve (Noor et al., 2020). By offering a blend of rewards that align with employees' needs and preferences, organisations can create a more engaging, and satisfying work environment (Abu Khalaf et al., 2019). It is the opinion of some in the field of business that the type and blend of rewarding tools may also have a direct impact on employee performance and productivity (O Amadi, 2021). Research has shown that financial incentives can increase employees' effort and output, especially when they are tied to specific performance goals (Aziri, 2019). Non-financial rewards, such as recognition and praise, may also enhance employee motivation and work satisfaction (Raman & Kumari, 2022).

In the same vein, the type and blend of rewarding tools may also contribute to an organisation's culture and values (Kets, 2021). An organisation that values a work-life balance may offer flexible schedules or telecommuting options as part of its reward

system (Rodríguez-Sánchez et al., 2020). Additionally, an organisation that values continuous learning and development may offer opportunities for training and career advancement (Rodríguez-Sánchez et al., 2020). Therefore, understanding the types and blend of rewarding tools that are most effective for different employee groups and work roles may assist organisations to create a more engaged, motivated and high-performing workforce (Hussainy, 2020).

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

Research methodology refers to a systematic and structured approach used by researchers to conduct a study by aiding them in gathering information, analysing data and coming to meaningful conclusions (University of Jeddah & Alasmari, 2020). It details a sequential approach that is followed by researchers in carrying out investigations. In this chapter, the research design, data gathering methods, data analysis procedures and the interpretation of results will be discussed, and explained (Rashid et al., 2019).

Quantitative, qualitative and mixed method (both the use qualitative and quantitative methods) are the three common research methodologies used in research endeavours. Quantitative methodology analyses numerical data to identify patterns and relationships, whereas qualitative methodology uses interviews or observations to explore participants' perspectives on certain issues in order to comprehend phenomenon. Mixed methodology combines both quantitative and qualitative approaches to yield an all-inclusive understanding of a research topic. The decision is contingent upon the research goals, questions, and resources at hand. (University of Jeddah & Alasmari, 2020). Hence, for the purposes of this research study, a qualitative method was chosen to explore the relationship between salary and turnover in the South African diamond mining business.

3.2. Qualitative research approach

A research approach refers to the overarching strategy or methodological framework that directs a research project (University of Jeddah & Alasmari, 2020). It includes the general approach, design and techniques used to collect, analyse and interpret data in order to answer research questions or objectives (Strenalyuk, 2019). In addition, a research approach serves as a guide for the entire research process. For this specific research study, literature and other forms of information were used to guide decisions on a possible research design, data collection methods, as well as data analysis methodologies. This strategy guaranteed that this research study was carried out systematically and in an organised fashion.

Adopting a qualitative research technique was a suitable way to explore the influence that salaries may have on employee turnover in the South African diamond mining industry. The industry's distinct socio-economic environment and the intricate connection between pay and employee turnover justified the use of a qualitative research method. Information for this study was gathered through interviews and focus group discussions, and these methods discovered intricate linkages that quantitative assessments had missed (Gundumogula, 2020). Qualitative research is focused on gathering participants' viewpoints to guarantee that workers' opinions on compensation and turnover are acknowledged (Müller & Klein, 2019). To achieve the aims of this research study, the sample included current personnel working in the diamond mining business as participants.

This approach respected cultural context and allowed for a holistic examination of the non-monetary factors that contributed to turnover. This study's findings could transform industry policy by providing nuanced insights (Saoula et al., 2019). Qualitative research coupled well with the nuances of the industry and provided an in-depth understanding of how remuneration influenced employee turnover. In the case of the South African diamond mining industry, a qualitative research methodology was used to capture the unique socio-cultural, economic and organisational dynamics that may influence remuneration, and turnover (Allen & Vardaman, 2021). This research method allowed for an examination of the underlying challenges, issues and practices within the industry, and provided fruitful insights that could not be captured by quantitative methods alone (Konno, 2018). Moreover, it offered versatility in data collection techniques and the capacity to modify the study process according to new discoveries. For this research study’s objectives, this methodology was modified in order to focus on particular areas of interest, and to explore unforeseen results (Mack et al., 2022). This flexibility allowed for one to gain a comprehensive and holistic understanding of the research topic, which produced new perspectives (Mack et al., 2022). This principles of this research method allowed individuals to share their opinions, emotions, and experiences around compensation and employee turnover. Using a participant-centered approach helped the study encompass a wide range of viewpoints and led to a more detailed understanding of the topic (Mack et al., 2022).

3.3. Research design

A research design refers to the overall plan and structure that guides the research process. It outlines the steps, procedures and methods that are used to answer research questions and objectives (Žukauskas et al., 2018). The research approach employed was qualitative, involving expert interviews and focus group discussions to gather data from the target audience on the influence of salary on employee retention. This qualitative research study aimed to explore how salary affects employee turnover in the South African diamond sector. The research strategy employed a case study methodology to facilitate a thorough analysis of the subject within its unique organisational and contextual environment. Several tactics were implemented in the research design of this study that would be conducive to enhance its rigour and quality. The research study utilised triangulation, member checking, reflexivity, saturation, credibility, dependability, as well as researcher positionality as methodologies to validate and ensure high-quality data collecting (Arslan, 2022).

3.3.1. Population

Population refers to a group of people that will be selected for a research study (Stratton, 2021). For this research study, the population consisted of all the personnel of the diamond mining firms. However, due to practical limitations such as time, resources and accessibility, it was not possible to study the entire population. Therefore, a sample, a smaller subset of the population, was chosen to reflect the overall population in the diamond mining sector. This research study utilised a purposive sampling technique and it is a research strategy that involves intentionally selecting participants based on specified criteria or traits that are important to the study's goals (Ames et al., 2019). The purposive sampling method was intended at selecting participants who were fit for purpose and could contribute (theoretically and practically) to the existing body of work that has already been researched. This sampling method allowed for the gathering of focused and meaningful data, although bias may occur due to non-random selection (Ames et al., 2019). This strategy was very beneficial for a study that was aiming to gain a thorough grasp of the problem and delve into distinctive views or traits within the research area (Ames et al., 2019). Participants for this research study were chosen based on their skill, knowledge, and

experience. The population that was used for the interviews comprised of the managers from different departments to record their diverse expert opinions. While the population for the focus group discussions was made up of supervisors and their subordinates. The participants were chosen based on various employment roles, degrees of experience and demographic elements such as age, and gender to ensure that the sample was an adequate representation of a broader community.

3.3.2. Sample size

Sample population refers to a specific group or population from which research participants are selected, and should therefore be a representative of the larger population of interest (Former HOD, Community Medicine, BHU, Varanasi & Former Dean FMHS and Dean Academic Affairs SGT, University. Presently Advisor and Consultant SGT University, Gurgaon, Haryana, India & Mohapatra, 2020; Martínez-Mesa et al., 2016). For this study, a sample of 12 people currently employed in different positions at diamond mining enterprises in South Africa were selected. This sample consisted of three supervisors and nine employees in different positions within the company. The three managers from the departments were a Business Improvement Manager, Survey Manager and an engineer. The nine personnel who were interviewed were human resource professionals, shift supervisors, shift foremen, operators and union representatives.

The rationale for this selection was the need to obtain a broader representative and reliable results. A well selected sample ensured that this study’s results will be applicable beyond the sample group and contribute to the credibility of the study. Additionally, the sample selection was designed to reconcile statistical rigour and efficiency. A carefully selected sample ensured the credibility, reliability and generalisability of the research findings, which ultimately led to the study's overall success (Adam, 2020).

3.3.3. Data collection methods

It is a technique or approach used to gather data for research purposes (Tikito et al., 2019). It is a methodical procedure for gathering data to address research inquiries or explore a certain topic (Tikito et al., 2019). Interviews, observations, document analysis, focus group, surveys/questionnaire and case studies are some of the data collection methods used in a qualitative study (Barrett & Twycross, 2018). In examining the impact of remuneration on employee turnover in the South African diamond mining industry, a variety of data collection methods can be used to gather relevant information. The data collection methods were chosen based on the research goals, the type of research questions, available resources and the characteristics of the research participants (Ganesha & Aithal, 2022). Therefore, interviews and focus group discussions were the most appropriate data collection strategies required for this research study.

3.3.3.1. Interviews

Conducting interviews with employees, managers, Human Resources, and other relevant stakeholders provided in-depth knowledge into their narratives, experiences, and attitudes towards remuneration and turnover (Tuckerman et al., 2020). The interviews allowed for open-ended questions, as well as follow-up questions to explore participants' thoughts and perspectives in detail (Tuckerman et al., 2020). Semi-structured interviews were conducted with employees to gather data related to the research questions. This approach was selected for its flexibility, depth of inquiry, participant engagement, contextual knowledge of perspectives and participant involvement in shaping the research (Adhabi & Anozie, 2017).

The employment of semi-structured interviews produced rich qualitative data that included detailed descriptions, narratives and direct quotes from the participants (Barrett & Twycross, 2018). This data was fruitful in capturing the complexities and diversity of the participants' outlook on the problem (Santhosh et al., 2021). In addition, the data that was obtained through semi-structured interviews supported in-depth analysis, thematic coding and the development of comprehensive research findings (LaDonna et al., 2018).

3.3.4. Data analysis techniques

To accomplish the goals and objectives of this research study, the data that was collected was analysed using thematic analysis as a technique. According to research scholars, thematic analysis is a qualitative data analysis method that entails recognising patterns, themes and categories in a dataset (Morgan & Nica, 2020). This analysis technique is a sequential procedure that includes data preparation, data familiarisation, coding, first topic generation, theme review and refinement, theme definition and naming, data charting, relationship and pattern analysis, interpretation, synthesis, and findings (Dawadi, 2020).

3.3.4.1. Data preparation

The information gathered from the interviews was organised into codes and themes. Data transcription and organisation from qualitative data collection methods such as interviews and focus groups. Tasks involved transcribing audio recordings, generating written responses, and organising field notes from the respondents (Barrett & Twycross, 2018).

3.3.4.2. Familiarisation with data

Once the data was gathered and prepared, it was imperative that it was familiarised. Researchers note that in order to do so one must begin by delving into the data to familiarise oneself with its contents. Reviewing transcripts or data sources repeatedly to fully grasp the participants' viewpoints and experiences about compensation and retention was important for this phase of this research study (Simonÿ et al., 2018).

3.3.4.3. Coding

Coding involves assigning labels or markers to data segments that represent meaningful concepts, ideas, or patterns (Skjott Linneberg & Korsgaard, 2019). An inductive approach may be used whereby codes emerge directly from the data rather than using preconceived theories (Bartoli et al., 2021). Therefore, the data in this study was analysed, grouped and coded.

3.3.4.4. Generate initial themes

After assigning codes to the data, they were examined in order to find common patterns or themes within the data. During this stage, commonalities, discrepancies and linkages among the codes was discovered. Similar codes were then grouped together to reveal themes that represented major concepts, or ideas associated with certain factors (Meyer et al., 2020).

3.3.4.5. Defining and naming themes

The highlighted themes were reviewed and evaluated to determine their coherence, relevance and completeness (Lai et al., 2019). The themes were then cross-referenced with the coded data to verify their alignment with the dataset. In addition, the themes were also improved and altered as necessary. That is, they were either combined or separated to accurately represent the intricacy of the data (Slingerland et al., 2020).

3.3.4.6. Data charting

A thematic coding matrix or chart was created to organise the data according to the themes that were identified. This matrix assisted in assigning the coded data segments to the appropriate themes, allowing for easy reference and retrieval during analysis (Kalyuzhny et al., 2022).

3.3.4.7. Analysing relationships and patterns

An analysis was conducted on the relationships and patterns within, and between the themes. This analysis was conducted in order to ascertain any connections, relationships, or differences between themes so that overarching patterns or subthemes that provide deeper insights into the impact of compensation on employee engagement could be found (Armborst, 2017).

3.3.4.8. Interpretation and synthesis

The various themes and patterns were interpreted with the research objectives and theoretical framework in mind. With regards to the context of the South African diamond mining industry and the relevant literature, meaningful interpretations and appropriate conclusions could only be drawn after meticulous scrutinisation of the data.

3.4. Findings

The results of the thematic analysis were presented clearly and cohesively. Quotations or segments from the data material were utilised to demonstrate and bolster the discovered themes. An in-depth and thorough analysis was done, showcasing the diverse viewpoints of the participants regarding remuneration and retention. Thematic analysis facilitated the methodical examination of the qualitative data, enabling the identification of major themes and providing knowledge that could deepen the comprehension of the research issue (Morgan & Nica, 2020). In the subsections to follow, the procedures that were taken to guarantee that the analysis would be able to reveal important information and offer a greater understanding of the impact of compensation on employee retention in the South African diamond mining business, will be highlighted and discussed (Morgan & Nica, 2020).

3.4.1. Data credibility (trustworthiness)

Data credibility for this research study was established by demonstrating the trustworthiness and accuracy of the research results. This was accomplished by employing transparent procedures for data collecting and processing, providing clear documentation of study choices, and maintaining consistent data interpretation (Wright, 2020). Methodological transparency, reflexivity, data saturation, member checking, researcher positionality, audit trail and documentation were the strategies used to ensure the credibility and trustworthiness of the data (Rossi & Lenzini, 2020).

3.4.2. Methodological transparency

Methodological transparency in research studies allows other researchers to review and possibly replicate results, thus increasing the credibility of the data (Kekecs et al., 2023).

3.4.3. Member checking

In order to achieve the set out objectives of a research study, the validation and verification of the accuracy of the data may only come about if the selected participants have specific characteristics that are in line with the aims. Furthermore, sharing the results with participants and soliciting their feedback to ensure that their perspectives are accurately narrated also contributes to a study being validated, and verified (Martinez et al., 2019).

3.4.4. Reflexivity

Reflexivity involves recognising personal biases, assumptions and prejudices that could harm the collection and data analysis phases. Reflecting on and documenting these influences regularly to ensure transparency and to minimize potential biases from the researcher and participants is vital for a research study (Dodgson, 2019).

3.4.5. Saturation

Saturation in a research study may be reached when collecting more data no longer yields novel or informative insights on the studied problem. This guarantees that the sample size is adequate to fulfil the research goals (Turner-Bowker et al., 2018). The target population for this research study was 16, however, only 12 participants were interviewed as the data became saturated.

3.4.6. Researcher positionality

A researcher's positionality acknowledges their history, experiences, and any prejudices that may seep into the research study. It requires researchers to reflect on

how these issues could impact the study process and its results (Darwin Holmes, 2020). Implementing these tactics improved the research design, resulting in trustworthy and valid results that enhance the understanding of the impact of compensation on employee turnover in the South African diamond sector.

3.5. Ethical considerations

The term ethics refers to the principles, guidelines and standards that govern the ethical conduct of researchers where human participants are involved (Turner et al., 2018). It is concerned with safeguarding the welfare and rights of participants, including maintaining integrity and honesty of the research process. Moreover, researchers need to adhere to ethical standards and regulations if they want their studies to hold value (Pietrzykowski, 2021). For this study, participants gave their informed consent before taking part in the research study (Cumyn et al., 2020). Informed consent entails providing explicit and comprehensible information regarding the research study's objective, procedures, risks, benefits and the voluntary aspect of participation (Tori et al., 2020). Participants were granted autonomy to make an educated choice regarding their potential involvement and the option to withdraw at any point was also presented to them.

The privacy and confidentiality of the participants was kept throughout the research process. The collected data was kept confidential and anonymous to safeguard the participants' identity, including their personal information to protect their privacy and avoid identification (McKibbin et al., 2021). Any potential risk or harm in the form of psychological, emotional, physical and social was prevented (White, 2020). Furthermore, participants were encouraged to disclose any potential conflict of interest that could compromise the integrity, objectivity, or credibility of this research study (Sartor, 2018). Issues of culture, values and sensitivities when conducting this research study were taken into consideration to ensure that the participants' cultural beliefs and perspectives were respected (Macfarlane & Macfarlane, 2019). Ethics in research is aimed at protecting the rights, welfare, and dignity of human participants, to maintain scientific integrity, and to promote the trustworthiness and credibility of research findings. Adherence to ethical principles and guidelines was essential to the

conduct of responsible and ethical research for the benefit of individuals and society as a whole (Taylor, 2019).

CHAPTER 4: DISCUSSION OF RESULTS

4.1. Introduction

This chapter will focus on the discoveries, analysis and explanation of the research data that was gathered. A presentation and discussion regarding the findings about sample characteristics, and demographics will be done using a thematic data analysis technique. This technique will be used to further examine the findings obtained from the research questions, and the literature will be also be used to compare the study results to enhance the credibility of the findings.

4.2. Response rate

The response rate is typically represented as a percentage and, according to Nakai et al. (2021), it is the total number of legitimate answers to questions from surveys, or interviews. In general, a high study response rate is considered to be appropriate. For this particular research study, 12 participants out of a possible 16 were interviewed. Due to personal commitments that were beyond their control, four participants could not take part in this study. Hence, this information implies that the response rate for this research study was 75%. This percentage is considered to be sufficient for the results to be an adequate representation of the targeted sample.

4.3. Presentation of results and interpretation

This section will present and interpret the data that was collected during the interviews by employing a thematic data analysis technique. As was mentioned in chapter 3, sub-section 3.6.1, there were 12 respondents in the sample out of a possible 16. The respondents' demographic profile was the first area of enquiry in the interview to determine whether or not they were appropriate for this research study. That is, whether the employees were, for the purposes of generalisation, a representative sample of the target community.

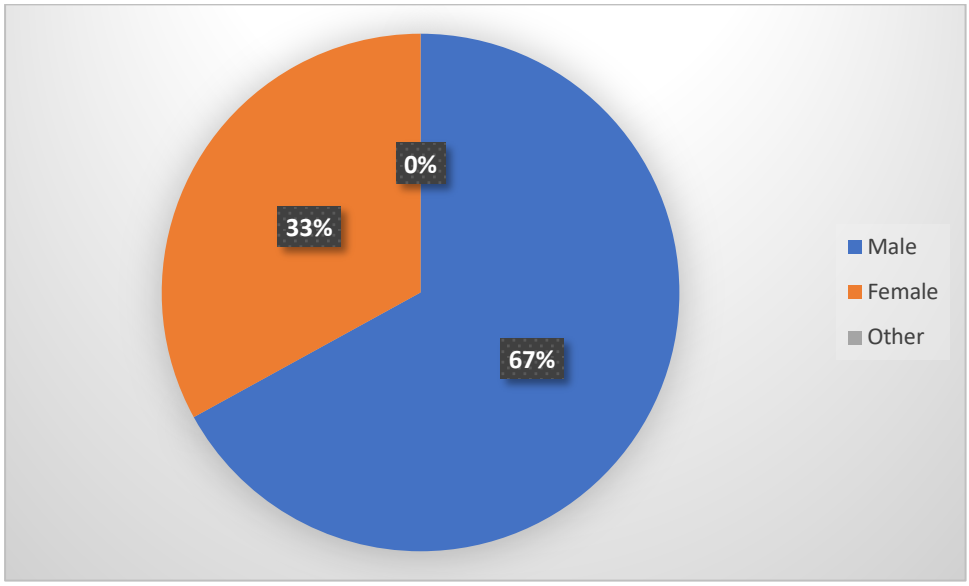
4.3.1. Demographic information

The demographic information for this research study included gender, designation, and duration of current position; and they are discussed below.

4.3.1.1. Gender of Participants

The results for gender are presented in Figure 2 below.

Figure 2: Gender Presentation

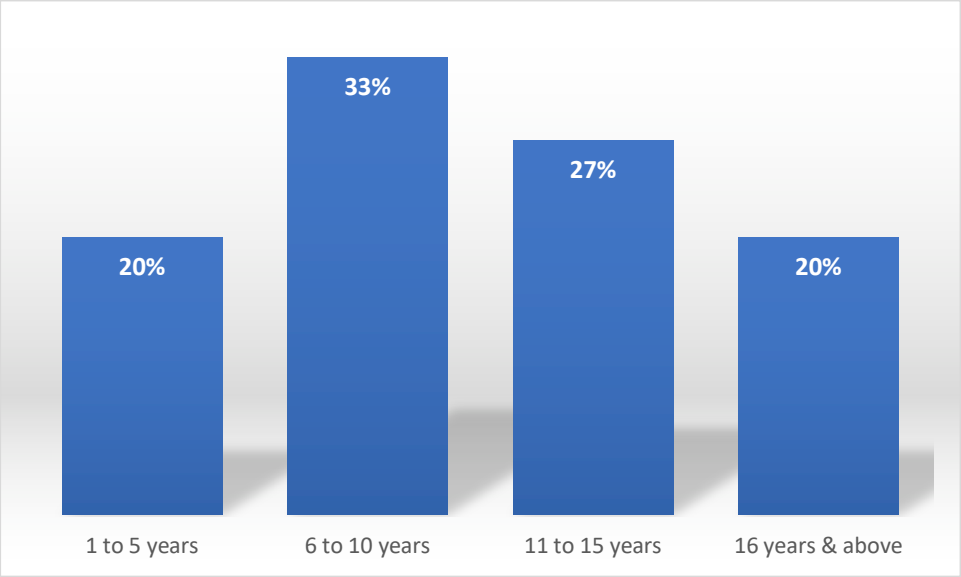


In Figure 4.1. males constituted 67% of the participants, whereas 33% of the participants were female. 0% participant who indicate other. The gender breakdown within the Diamond Mine Companies reveals a higher number of male employees compared to female employees. It should come as no surprise that there are more men than women working for the Diamond Mine Companies. According to Craig (2023), and his thoughts on gender equality in the workplace, women make up one in four or fewer workers in South Africa. Making them the least probable group to be in the labour force. As a result, it's plausible that the gender gap between the Diamond Mine Companies' employees is caused by the large employment of men. Consequently, the gender gap among the Diamond Mine Companies' employees that took part in the survey may have resulted from the fact that male employees dominate the diamond mining industry.

4.3.1.2. Duration of current position

The results for duration of current position are presented in Figure 3 below.

Figure 3: Year of Experience Range



The bar graph shows that 20% of the participants have been working in their current positions for one to five years, while 33% of the participants have been working for six to ten years. In addition, 27% and 20% of the participants occupied their positions for 11 to 15 years, and 16 years and above respectively. The majority of participants have mid-to-senior level positions, which is typically occupied by seasoned professionals. This has resulted in Diamond Mining Companies having the smallest percentage of employees with limited experience. In general, the distribution of years of work experience indicates that the majority of participants worked for many years at Diamond Mining Companies. This information is important to this study, as Bisaso (2020) pointed out that it is imperative to determine the duration of research participants' service, because the longer the service, the more fully participants would comprehend the concept being studied.

4.4. Thematic analysis of qualitative data

For the purposes of presentation and analysis, the results of the interviews with the participants from Diamond Mining Companies were categorised into major themes.

The themes presented in the table below corresponded with the questions in the interview guide and the research objectives. Instead of using names, the individuals were identified by pseudonyms, for example Participant 1 or Participant 2.

Table 2: Themes

No.	Themes	Sub-themes
1	Reasons employees resign	i. Poor remuneration ii. Lack of career growth iii. Poor working conditions
2	Future requirements that ensure work satisfaction	i. Employee capacitation ii. Employee autonomy
3	Ideal reward system	i. Share schemes and other benefits
4	Effects of employee turnover on team performance	i. Decreased productivity ii. Anxiety and work insecurity
5	Methods to decrease employee turnover	i. Improve organisational culture ii. Recognition and reward programmes

4.4.1. Theme 1: Reasons employees resign.

The participants were asked about the reasons that may contribute to employees resigning from their organisations. The responses of the participants resulted in the emergence of sub-themes namely poor remuneration, career growth, organisational culture and working conditions. These sub-themes are discussed in detail in the sub-sections to follow.

4.4.1.1. Sub-theme 1.1.: Poor remuneration

All the participants mentioned poor remuneration as the major reason that contributed to employees resigning from the South African diamond mining industry. Their responses concerning this matter is presented below:

Participant 1: "*So that could be it could be a number of reasons, one of them obviously being the remuneration element, the remuneration aspect plays a major role. Some of the things that become important is as to whether the employees feel that they are adding value to the organisation or feel that they are valued as well in the organisation. The other that tends to frustrate the employees is lack of development and growth."*

Participant 5: *"I think in my opinion, there are two things for me and #1 being remuneration. I think must specifically be remuneration on the market level in comparison to other mining companies in the game, and then together with that, in my experience, you know the lack of career development opportunities within the company."*

Participant 3: *"Then the other thing would be in terms of like we said, the salaries. If one feels for the tasks that they are conducting, they are not financially met by the organisation, then that may also be fuel for them to leave."*

Participant 4*: "So yeah, majority, it's it's remuneration, but their underlying factor, I think it's the organisational culture as well."*

Participant 8: *"OK, first thing first, I think the main reason is salaries that are not market related and that way you are I am trying to say is that for example let's say for example a miner versus here. So let us compared to what Petra, mine overseas are getting, we understand the effect that you obviously we are closer to the situation which makes life more convenient and all that which is something that we appreciate, but and for you to enjoy the city, you also need money. Alright, the main reason that people are are are not being remunerated. Market related salaries."*

From the responses above, the participants' comments indicate that employers do not have the capacity or incentive to offer competitive salaries that are aligned with the market. This, along with consistent raises for cost-of-living inflations and high-quality performance. As a consequence, highly skilled team members feel unappreciated and

undercompensated, prompting them to seek better paying positions elsewhere. These primary research findings corroborate with the views of Bisaso (2020), that most mining organisations have a high percentage of skilled employee turnover only because of the low salary that is being paid. As per the Paychex study, it is reported that 70% of the employees leave their work due to a low pay scale (Sull, 2022). Employees typically anticipate a 3-5% salary increase per year when staying with the same company, however, they often seek a 15-20% wage increase when migrating to a new company (Sull, 2022).

4.4.1.2. Sub-theme 1.2.: Lack of career growth

The second sub-theme that the majority of participants highlighted as the reason employees resign was the lack of career growth. Below are their responses regarding this issue.

> ***Participant 10****: "The retention is based around two things. It could be growth in terms of career growth and as well as the remuneration package. So, if maybe one feels that they there's insufficient growth, with regards to how they had projected their career, then that may be fuel for someone to leave. Then the other thing would be in terms of like we said, the salaries. If one feels for the tasks that they are conducting, they are not financially met by the organisation, then that may also be fuel for them to leave."*

> ***Participant 2****: Then together with that, in my experience, you know the lack of. Career development opportunities within the company. Things like success, succession planning, uh, plans for individuals and their growth within the company. We see very often people that are stuck in a position for for a long time and and there's no there's no plan to see where they can go."*

> ***Participant 4:*** *"So I think people firstly leave because they seek other challenges outside of the company, which they are currently working for, because I believe that some people feel confined to a certain position for a long time to become a frustrated and those by maybe there are no new challenges or personally. The work environment significantly impacts a person's mental and emotional well-being. If the conditions for development are no longer*

favourable, the individual may seek to exit the situation after assessing the circumstances."

Participant 6: *"Some of the things that become important is as to whether the employees feel that they are adding value to the organisation or feel that they are valued as well in the organisation. The other that tends to frustrate the employees is lack of development and growth."*

The responses of the participants shows that the opportunity for growth and professional development is a significant factor in retaining top employees (Hadi & Ahmed, 2018). Primary evidence indicates that employees who perceive themselves to be in a stagnant role are inclined to explore opportunities at other organisations to improve their skills, status and salary. The findings align with the Work Institute Retention Report, which stated that the primary cause of employees leaving prematurely is related to career concerns at their present employer. In simple terms, 20% of employees depart from their organisations due to insufficient advancement possibilities (Murtiningsih, 2020). According to Amadi (2021), one of the most influential reasons for employee turnover was a lack of career progression.

4.4.1.3. Sub-theme 1.3.: Poor working conditions

The third sub-theme that emerged from the participants' responses concerning the reason employees resign from work was poor working conditions. They are presented as follows:

Participant 11*: "In my opinion, what I've seen lately is what is normally what we constructive dismissal. It's probable dismissal that you know when the supervisors or employers make your working conditions of a particular individual miserable with intent to frustrate them. It actually gets to a point whereby they see living their organisation as a solution."*

Participant 4: *"So the environment also plays a very critical role also in the wellbeing of a person beat mentally and emotionally as well."*

Participant 5: *"First of all, I'll say the frustration of being in the same place for a very long time and not getting the recognition. And then the other one would be for other familiar reasons, mainly to relocate to be closer to a family or relatives."*

The primary research findings illustrate that a toxic work environment at the workplace frustrates employees. When employees are treated unfairly and there is discrimination shown by their superiors, employees resign and search for companies with healthier working conditions. Therefore, the results are consistent with the findings of the literature review. According to Sudhamathi (2020) a toxic work culture is charactersised by a lack of diversity, equity and inclusion, where workers feel disrespected due to unethical behaviour within an organisation. Such an environment can lead to high employee turnover, lower morale and decreased productivity.

4.4.2. Theme 2: Future requirements that ensure work satisfaction.

The participants were asked what their thoughts were concerning employees' future requirements that could ensure work satisfaction, and what they could be. Two sub-themes, employee capacitation and employee autonomy, were identified from the participants' responses.

4.4.2.1. Sub-theme 2.1.: Employee capacitation

The responses of the participants are as follows:

Participant 9: *"I think we employees must be 1 capacitated. They need to think how well how they connect with our whole underground network, from safety to ITC systems and all of the that is not well defined. And so, first thing is to define what does good look like, which I think is not. I think we need to work with not numbers, because right now we are working with people. So, managing our own employee's perception about work is very important."*

Participant 11: *"I think we need to resource them well and managing talent through succession planning, whether it's renovation, succession planning, talent management, training, and development."*

***Participant 2**: "Obviously we need to resource them to succeed. Having the right tools and settings where culture, how do I work?"*

The response from the participants shows that employees should be capacitated by making them legally competent or qualified for a specific task, or role. Diamond mine firms should equip their staff with the essential skills and information required to carry out their respective work duties effectively. Mining businesses should also implement efficient training and development programmes to prepare employees for the ongoing technological advancements in the mining industry. With this in mind, this data is consistent with the information from the literature review. According to Ryan (2020), any company's ability to succeed is primarily determined by the abilities and expertise of its workforce. Employers need to give employee training top priority in order to guarantee that their staff has the knowledge and skills needed to perform to the best of their abilities (Singh, 2019). Numerous advantages can be obtained from a properly designed employee training program, including increased productivity and work satisfaction, as well as lower attrition rates (Zayed, 2019).

4.4.2.2. Sub-theme 2.2.: Employee autonomy

Another sub-theme that appeared from the responses of the participants regarding employees' future requirements and work satisfaction was employee autonomy. Their responses were as follows:

***Participant 9:** "Yeah, I think in the future people…people are going towards a corner where by the one inclusion in a sense of saying uh in decision making. The ideas ahead and they are able to participate in some of these processes that lead to decisions that are taken by the organisation. people are more, more get more drawn to towards and a…an environment like that where things are being addressed. What they have to say is also being considered and constant feedback is given to them so people tend to resist the thing of saying I'm just an executor without really understanding where does the whole cracks of things come from."*

Participant 5: *"OK, so I think for the future generation, what's gonna be important is having roles that are clearly defined in terms of the objective. What objective and the role they play to the organisation as a whole, a culture that allows them to, to express how they feel, what they believe should be done. So an element of freedom in terms of being able to express what you believe is correct for that department and what should be done. So it would definitely be a workspace that allows employees to be able to express themselves and express their ideas and organisations that are open to…to ideas as well, because currently everything is evolving."*

In light of the responses above, the participants' feedback indicates that granting employees greater autonomy in their work and including them in decision-making processes leads to a more engaged, and motivated workforce. This in turn leads to increased work satisfaction, improved performance, and ultimately a more successful organisation. These results align with the opinion of Panatik (2019), that employees who feel they can act with autonomy in their day to day work environment tend to have stronger work performance, higher work satisfaction and a greater commitment to work. In addition to this, Duong (2020) stated that employees who are free to make their own choices about how they go about their responsibilities are happier, more committed, more productive and more loyal than those whose every action was prescribed. Likewise, Zayed (2019) noted that autonomy is an important factor in improving employee's engagement with their work and organisation, and plays a vital part in a worker's decision to stay with an organisation, or to seek a new role elsewehere.

4.4.3. Theme 3: Ideal reward system

With regards to an ideal reward system, participants were asked to provide their opinion on what the ideal reward system would be. Most of the participants mentioned that a reward system that included share schemes would be ideal.

4.4.3.1. Sub-theme 3.1.: Share schemes and other benefits.

Participant 13: *"The reward system must include share schemes for all the employees and not be exclusive to certain employees. So it was part of our*

structure also other benefits like cars allowances, school fees allowances and proper medical aid benefits. So their formal one must include your basic benefit, but not all benefits must be blankets, which is what we make mistakes when we make mistakes."

Participant 8: *"And it should be marked related as well, but it should be all inclusive and then it should be fair depending on the on the economic climate of that area. And then taking into consideration as well the demographics of the workplace as well. You know if maybe you the operations are located at a remote area. It must be made easier for the for the employees to who support them. It should also be extended to support them and their families."*

Participant 15: *"I believe it should be balanced because everything at the end of the day works to your package. So if we can get a one of those packages, for example the medical aid that we were using is better, I think is something that we can improve because you will go to certain medical practitioners as you are limited. Couple of guys, they don't take it, so we should consider getting a package that will make the employees happy. That will include your housing allowance, proper housing allowance and then also your medical aid, something that will cover your employees in this circumstance because the ones that you are currently using is more of a hospital cover than a medical aid. So if the organisation can on improve on those also your petrol allowance that will motivate the employees."*

The replies above illustrate that corporations should offer a share incentive scheme to give employees the opportunity to acquire specific classes of shares in the company as a motivational tool. Different benefits such as medical aids, housing allowances and performance bonuses tend to encourage employees to work harder, and make employees feel sense of satisfaction at work. Zyl (2021) opined that employee share programmes were a useful way to motivate employees and ensure that their interests were in line with the firm owners. Panatik (2019) highlighted that employee share schemes incentivise employees to ensure the company is successful in the long-term. Moreover, Bisaso (2020) stated that employee benefits act as a central motivating

factor that is intrinsically connected to the workplace. They provide crucial support to employees, helping them to have a positive outlook about their work and in turn encourages them to work at their highest capabilities (Athirah Saidi et al., 2019).

4.4.4. Theme 4: Effects of employee turnover on team performance

Moving onto questions regarding the resignation of employees and the effects that such decisions have on team performance, an analysis of the interview transcripts identified two sub-themes: productivity and anxiety and work security. These sub-themes are discussed in detail below:

4.4.4.1. Sub-theme 4.1.: Decreased productivity

The participants frequently mentioned declined productivity as a negative effect of employee turnover on team performance. Their responses are shown below:

> ***Participant 13:*** *"It reduces productivity and it affects the moral of the team members. The work that was done by the team member will also have to be redistributed the employee is not replaced. This put the team under pressure. The team dynamics may also change as a result of them leaving."*

> ***Participant 14:*** *"If you are a team, we all know how we function and support each other as team. It's more like a chain of a bicycle. We pull together as a team. So losing a team member always affects the team performance. You also have to wait for the recruitment process to be conclude which is strains the team members."*

> ***Participant 15****: "There is definitely an impact on the team performance when team member leaves the organisation. Regardless of an employee's performance level, they all play a crucial role in guaranteeing the team's functionality. The nonperforming employees might be good at something which indirectly assists the team to function, like ensuring that work starts on time, assisting with adhoc activities, etc. So teams dynamics are very, but if it's the performer, obviously you lose, you lose heart results, but soft results are driven by totally nothing else."*

Participant 12: *"Temporarily it can lead to a bit of instability as a you know you've been working with someone for a while. There are certain expectations that you have of them. And you know what they bring to the table, and you know you can rely on them for certain things. So as soon as somebody then leaves there is that uncertainty or doubt that begins to creep in, you know, will you be able to still achieve this without this person."*

Participant 3: *"It causes a disruption and especially if that employee was pivotal in executing the job. It will also disrupt the support the employees was giving the team as well. You might find that particular individual was doing something that was really feeling the gap, so it will cost a distraction. So, it might present a challenge where by the need to very more responsibilities and then it will also affect the team members depending on the relationship with the new employees that are recruited to fill up the vacancies."*

The findings from the above quotes show that employee turnover can cause employee productivity rates to decline. This means that a company may fall short of its goals if employee turnover becomes an issue. Furthermore, it causes an unnecessary disruption and instability within a company, more specifically if the employees that leave the organisation were important in executing the work. The morale of the team is affected, and this places a lot of pressure on a team, especially if there are delays in replacing the departed employee. This then means that the company will most likely spend more money on employee recruitment and replacement costs rather than focusing its efforts on increasing employee productivity (Keller et al., 2021). Therefore, the data gathered is consistent with the information from the literature review. According to Bisaso and Wabamber, (2020), when an employee turnover rate is high, its effects are felt with regards to reduced productivity and increased time spent recruiting, training and onboarding new employees. Alwaki (2018) indicated that a high employee turnover rate can also lead to a decrease in employee morale, which negatively impacts a company's reputation. The exit of seasoned workers affects productivity throughout the entire company, particularly when positions do not fill as rapidly as projected (Sudhamathi, 2020). Important personnel must be replaced when they depart, which usually means a re-allocation of resources and an additional

workload for current employees. Thus, an increased burden for the remaining staff members may cause them to become overwhelmed and could increase stress levels, resulting in subpar work (Adegboyega, 2017).

4.4.4.2. Sub-theme 4.2.: Anxiety and work insecurity

When questioned about anxiety and work insecurity, the participants pointed out that that these two factors were a direct result of employee turnover on team performance at diamond mining companies. Some of the responses of the participants are presented as below:

> ***Participant 10****: "It has a negative impact on the team performance, particularly when the majority of them leave around the same time. It brings us some sense of anxiety especially if it is the management that leave the organisation. One tends to wonder about the work security. Sometimes it gives an impression that actually things are not well within the organisation."*
>
> ***Participant 3:*** *"It affects the team a lot because it tends to create an anxiety amongst other team members. It also creates other challenges in terms of recruitment. You need to recruit the person that will be able to adapt and fit into the team well. The team must foster a relationship with the new employees which takes a while. The team performance will take a knock until the new employee has acclimatised."*

The responses of the participants suggest that employee turnover intention is related to work insecurity, stress at work and the environment at work. Employee turnover causes a variety of serious problems, one of which is work security and this can impact negatively on the work satisfaction of a company's employees. When skilled employees such as mining engineers and quantity surveyors leave an organisation, it creates a sense of anxiety to those that are left behind. This amplifies the spiral of poor morale and employees' desires to resign. These findings corroborate with the assertion of Craig (2023) that organisations with a significant staff turnover can also lead to employment instability. Which, when spotlighted, does not bode well for an organisation's reputation. Matthews (2023) claims that employees become more

nervous and disengaged when co-workers resign. Furthermore, the worker who is left behind usually becomes preoccupied, forgetful and ponders whether or not it would be beneficial for them to find work at another company.

4.4.5. Theme 5: Strategies to reduce employee turnover

With regards to the fifth theme that was identified from the data, participants were asked if there were any strategies that could be introduced in conjunction with remuneration in order to address the issue of employee turnover. The responses of the participants showed that an improved organisational culture and the introduction of reward, and recognition programmes were other strategies that could address the issue.

4.4.5.1. Sub-theme 5.1.: Improve organisational culture

The participants pointed out that organisational culture played a crucial role in confronting the problem of employee turnover. Their narratives regarding this problem are presented below:

> ***Participant 12:*** *"Other strategies that can actually is the culture of the organisation. The culture of the organisation can actually play a significant role in terms of how employees want to be associated with a certain brand. Yes, we have different roles, different levels, but we should all be treated the same and then we should all be able to interact with one another freely."*

> ***Participant 13:*** *"It is definitely a culture that is conducive for employee's wellness, development and growth. The other one is having attainable career development programs that take people from one level to the other. In any case, even if your culture is good, if an employee is sitting in the same position for over 10 years, they are frustrated. It is very important to create as many levels as you can to allow for career development and for career growth within the organisation."*

***Participant 7**: "We need to empower everyone in the organisation, including the employees on the ground, to understand and appreciate the nature of our business. They need to understand things like our sustainability framework. They must be able to buy into the vision and mission of the organisation. We must not treat them like objects that are just there to mine diamonds. They must be included so that their voices are heard and their ideas are also integrated into the business processes."*

A positive organisational culture fosters employee engagement through offering meaningful tasks, well-defined objectives and chances for progress (Singh & Atwal, 2019). Engaged employees are more likely to be satisfied with their work and motivated to contribute their best efforts, thus increasing the likelihood of retention (Ashraf & Siddiqui, 2020). It can thus be stated that, from the findings, the data does align with the discussions from the empirical perspective (chapter 2, section 2.5.). According to Poku (2022) a strong organisational culture produces a sense of belonging and community among employees. Adegboyega (2017) argued that when employees feel valued, included and connected to their workplace, they are more likely to stay with that organisation on a long-term basis.

4.4.5.2. Sub-theme 5.2.: Recognition and reward programmes

Concerning the matter of this sub-theme, participants mentioned that recognition and reward programmes were striking factors to consider when addressing the problem of employee turnover. Their responses are as follows:

***Participant 3:** "Incentive programmes of sorts. The reward and recognition programme that's put into place and that's exercise. Not only just from a material aspect to give somebody money or just to buy something, but that just constant recognition by your supervisor or employer. Even if it's in a form of a feedback to say good job. Thank you. There should be media platforms that advertises employees' good work performance to all other employees within the organisation to promote excellence. Even if it's in the form of a feedback or a certificate, you know, I think that goes a long way."*

> ***Participant 5:*** *"The other strategy would be long services awards where the organisation financially recognise their longest serving employees. The organisation should also have annual award ceremonies were the high fliers or top performers are recognised and rewarded for their efforts."*

The data shows that rewards and recognition programmes provide a sense of self-fulfilment which keeps employees motivated to give their best performance. That is why organisations without proper rewards and recognition programmes may not be able to retain employees for long. According to Al-Zawahreh (2012), when employees receive recognition for their hard work, initiative and abilities, they are inspired to continue with such behaviours. In essence, this motivates them to continue evolving in performance standards in order to receive more praise and awards.

4.5. Conclusion

In conclusion, an overview of the demographic information, including the participants' gender and years of service was presented in this chapter. In addition, the results of the interviews were examined and discussed. A thematic data analysis tool was used to highlight and explain the themes, and sub-themes that emerged from the data. Lastly, this research study's objectives were tested, and findings that aligned with the objectives of this study were also spotlighted and discussed.

CHAPTER 5: RECOMMENDATIONS AND CONCLUSION

5.1. Introduction

In the fifth and final chapter of this research study, a concise overview of the research results, including the literature review, will be discussed. The literature research summary will discuss the various approaches scholars have taken to the topic of compensation and how it affects employee retention. The conclusions derived from the data are consistent with the study's objectives and the problem of the research topic that was explored. In addition, any recommendations of note will be made and presented in this chapter, including final remarks regarding the research topic.

5.2. Conclusion

This research study concludes that the reasons contributing to employees resigning from their organisations include poor remuneration, lack of career growth and poor working conditions. Businesses are unable to offer market-related and competitive compensation, as well as consistent salary raises to account for increases in living expenses and high-quality labour. Due to this, highly qualified team members feel unappreciated and underpaid, which motivates them to search for work elsewhere that will pay them well. An employee who believes that they are in a stagnant position, is likely to look at different companies for the opportunity to develop their skills, status and income (De Clercq, 2022). When employees are treated unfairly and there is discrimination shown by superiors, employees tend to resign and search for organisations with better working conditions.

This research study also concludes that the future requirements that ensure work satisfaction are employee capacitation and employee autonomy. The corporations that operate diamond mines should give their workers the abilities and knowledge required to carry out tasks. Thus, to make sure that they are well-prepared, mining businesses should implement strict training and development programmes that will be equipped to deal with the ongoing advancement of technology in the mining sector. Empowering employees and involving them in decision-making processes will lead to a more

engaged and motivated staff. This leads to increased work satisfaction, enhanced performance, and ultimately a more successful organisation.

From the data analysis, it was determined that the optimal reward system consisted of share schemes and additional advantages. Companies could offer a share incentive scheme to give employees the opportunity to acquire specific classes of shares in the company as a motivational reward (Quigley et al., 2020). Different benefits such as medical aids, housing allowances and performance bonuses tend to encourage employees to work harder and makes employees feel satisfied at their place of employment.

The effects of employee turnover on team performance are productivity, anxiety and work security. Employee productivity rates decline as a result of employee turnover. This implies that if staff turnover becomes a problem, the organisation will not meet its objectives. It creates upheaval and instability, particularly if the departing employee played a significant role in carrying out their duties effectively. Therefore, the team is put under a lot of strain and its morale is affected, particularly if there are delays in finding a replacement for the departing member. Instead of concentrating its efforts on raising employee productivity, the corporation may probably spend more money on hiring new employees and covering replacement costs. The intention of employee turnover is correlated with work atmosphere, stress levels, and work insecurity. One of the major issues brought on by staff turnover is work security, which has a detrimental effect on workers' happiness with their duties. Those employees that are left behind experience concerns when knowledgeable workers resign, for example quantity surveyors and mining engineers. Hence, employees' desire to leave a company and low morale are exacerbated by this.

With the above in mind, it can be concluded that strategies to reduce employee turnover include an improved organisational culture, reward and recognition programmes. Good organisational culture encourages employee engagement by providing meaningful work, clear goals and opportunities for growth, and development (Singh & Atwal, 2019). Engaged employees are more likely to be satisfied with their work and motivated to contribute their best efforts, increasing retention (Mishra & Upamanyu, 2021). Rewards and recognition programmes provide a sense of self-

fulfilment which keeps them motivated to give their best performance. It is for such reasons that organisations without proper rewards and recognition programmes may not be able to retain their employees for long.

This study provided a summary of the observations made from the literture review (chapter 2) concerning its research topic, including findings from the data that was collected. It was discovered that the reasons contributing to employees resigning from their organisations include poor remuneration, lack of career growth and poor working conditions. Therefore, this research study concludes that the future requirements that ensure work satisfaction are employee capacitation and employee autonomy. Furthermore, it can be concluded that the ideal reward system should be share schemes and other benefits. Shifting to the effects of employee turnover on team performance, they are productivity and anxiety and work security. Employee productivity rates decline as a result of employee turnover. This alludes to the fact that if staff churn becomes a problem, the organisation may not meet its objectives. It creates upheaval and instability, particularly if the departing employee played a significant role in carrying out their duties. This research study thus concludes that strategies to reduce employee turnover include improved organisational culture and reward, and recognition programmes.

5.3. Recommendations

The recommendations that will be mentioned in the subsequent sub-sections will discuss the following proposals: establishing a positive work environment, effective communication and a review of the remuneration system.

5.3.1. Reviewing the remuneration system

Diamond mines should review their remunerations systems and consider offering competitive base salaries or hourly wages to retain their employees. As indicated by the research participants, it is essential to include share schemes so that employees can also become part owners of a company and this may therefore increase their morale, and retention.

5.3.2. Create supportive work environments

One of the keys to keeping employees is providing them with a supportive work environment. As a result, making an effort to establish a workplace where staff members thrive and do their best work is imperative. Providing sufficient ‘on-the-job’ training, engaging in clear and efficient communication, and providing rewards, and incentives are some of the greatest methods to achieve this.

5.3.3. Effective communication

A key component of staff retention is communication. The probability that individuals will be prepared for their tasks and ask questions if they do not understand certain instructions, increases when there is open communication and an understanding of expectations.

5.3.4 Future Outlook

To enhance employee motivation and retention, it is recommended to introduce innovative compensation systems that offer competitive salaries and personalised benefits. Establish clear career paths and continuous professional development programmes, supported by advanced training and mentorship options. Establish and foster healthful and all-encompassing work environments that give priority to achieving a balance between work and personal life, while offering adaptable alternatives. Implement unambiguous and open lines of communication to fully acknowledge employee efforts and foster commitment. Implement equitable assessment techniques to acknowledge a diverse array of achievements and enhance employee motivation. Highlight the significance of inclusivity and diversity by implementing thorough policies and training initiatives. Enhance retention strategies by employing advanced measurements and obtaining frequent feedback. Enhance community engagement to enhance the reputation of the company and increase staff morale by implementing social initiatives. Utilise cutting-edge technologies to enhance HR operations and provide data-driven insights. Implement sustainable practices to attract employees who emphasise environmental and social responsibility. By implementing these approaches, the organisation may foster a workforce that is exceptionally motivated, satisfied, and committed, hence driving sustained success and growth in the business.

5.4. Limitations of the study

A number of challenges were encountered in conducting this research study. The main challenge that delayed the collection of the research data was the application for ethical clearance. Immediately after submitting the research proposal, there was a delay with feedback regarding its approval and the ability to proceed with the data collection stage. This was due to the fact that the panel assessment report had been lost in the system. This delayed the research study by two months until the matter was finally resolved by the research study's supervisor. After receiving permission to proceed with the research proposal, there was a further delay in obtaining ethical clearance. The company where the research study was intended to be conducted would not grant permission to interview their employees without an ethics certificate, leading to a further delay of three months. A total of five months elapsed between the date of submission of the proposal and the granting of the ethics clearance certificate.

A request for permission to interview employees for data collection as part of the research study was submitted to the company's legal department. The company's lawyer was on holiday during this period when the application was submitted. The process required further patience as permission could only be granted once the company's attorney returned from leave, causing another one month delay of the commencement of the data collection phase. In total, this research study was delayed by a total of six months.

Another challenge was the availability of employees for the interviews, especially managers and supervisors. Numerous amounts of meetings were cancelled because employees were unable to make the appointments. The focus group discussion did not take place as planned as it was almost impossible to gather the required group of employees simultaneously in a room due to their busy schedules. Thus, due to time constraints and ongoing delays, it was decided that the best option would be to conduct individual interviews for the data collection stage. The company refused to provide their exit interviews and other secondary data to identify common themes. This limited the research study by redirecting original plans and forcing individual interviews as an option for data collection to be accepted.

5.5. Closing Remarks

In order to mitigate employee turnover in the South African diamond mining sector, it is crucial to establish remuneration packages that are equitable and competitive, while also incorporating performance-based incentives. Establish explicit career progression trajectories and ongoing initiatives for enhancing skills. Cultivate a nurturing work atmosphere, advocate for a harmonious integration of work and personal life, and uphold transparent channels of communication. Establish formal appreciation initiatives that equitably reward employees for their contributions. Consistently assess and modify retention methods in response to employee feedback and crucial KPIs. To improve the company's reputation and foster employee loyalty, it is important to consider external elements such as market trends and actively involve the local community.

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Appendices

Appendix A

Participants Information Sheet

Good day

My name is Thabang Kedige, and I am an MBA candidate at Wits Business School. I will be conducting a research study to investigate the "The impact of remuneration on employee turnover in South African diamond mining industry" I need to collect data from the employees working in the diamond mining industry. Semi structured interviews and focus group discussions will be used to collect data from the employees who agree to participate and contribute to this research study.

I am kindly inviting you to participate in the research study by giving us an opportunity to interview you based on the research questions prepared. By participating in this research, you will be contributing to the advancement of knowledge of prior research. The research wants to get new insights or perspective of employees regarding remuneration and employee retention.

I would also request your permission record or take minutes of the interviews and focus group discussions. This recording and minutes will be stored in a secured i-cloud account for confidentiality and data protection.

The interviews and focus group discussions will be confidential and anonymous. The final report will not include any names or anything else that will expose identity of the participants. I asked that we answer these questions with honesty, transparency and to the best of your ability.

The company has granted the permission to conduct this interviews/focus group discussions, therefore there is no risk involved when participating in this research study.

Participant Name: …… Researcher's Name: …….

Signature: …….. Signature: ……

Appendix B

Research Title: The Impact of Remuneration on Employee Turnover in South African Diamond Mining Industry

Name of Researcher: ……
Academic Institution: ……

I ……., agree to participate in the interviews/focus group discussions on the research study on "The impact of remuneration on employee turnover in South African diamond mining industry" It is important that you fully understand the purpose of the study, the procedures involved, potential risks and benefits, and your rights as a participant.

The data of the research will be collected via interviews and focus group discussions.
The interviews will be recorded/transcribed to ensure that data is not skewed upon interpretation.
There is no risk in participating in this research study as the company has given us the permission to collect the data from employees.
It is important that you answer the questions honestly and to the best of your ability.
The feedback from the participants will be analyzed and a report will be written which will be published in the Wits library.
Confidentiality and anonymity of the participants will be maintained.

By signing below, you confirm that:
You have read and understood the information provided in this consent agreement.
You have had the opportunity to ask questions and have received satisfactory answers.
You voluntarily agree to participate in this research study.
You understand that your participation is anonymous and that your confidentiality will be protected.
You understand that you have the right to withdraw your consent at any time without providing a reason.

Name: ……
Signature: ……

Appendix C

RESEARCH QUESTIONS

Section 1: Personal information

Gender:

Male	Female	Other

Company Name:……

Designation: …….

Duration current position:…….

Section 2:

1. In your opinion, what could be the reasons contributing to employees resigning from their organisation?

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2. What do you think will be the employees' future requirements that will ensure their work satisfaction?

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3. What are your expectations regarding role responsibilities and qualification in terms of remuneration?

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4. In your opinion, what is the ideal reward system for employees ?

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5. Are there specific factors that interact with remuneration to influence employee retention in the diamond industry?

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6. What factors will you take into consideration when deciding on whether to leave or stay in the organisation?

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7. What is your perception about Remuneration? Please explain?

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8. What are the factors that contributes to your work satisfaction?

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9. What are the factors that motivates you/employees in a workplace or organisation?

10. What do you think the organisation can do to retain you and other employees in the organisation?

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11. Do you think remuneration can be use as strategy to retain employees? If So please explain how?

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12. What are the other strategies that can be implemented in conjunction with remuneration to address the issue of employee turnover?

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13. How do you feel when one of your close colleagues leave the organisation?

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14. What are the effects on team performance when team member(s) leave the organisation?

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15. What do you value the most between remuneration, work satisfaction and healthy working environment?

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16. What are the factors that you think will motivate the mining employees in future?

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