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Mtshali, Sandile

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An investigation into the causes of high turnover of Salespeople at Nissan Dealerships in South Africa

Sandile Mtshali

WITS Business School

Thesis presented in partial fulfilment for the degree of Master of Business Administration to the Faculty of Commerce, Law, and Management, University of the Witwatersrand

March 2021

DECLARATION

I Sandile Mtshali declare that this research report entitled 'Investigating drivers of job satisfaction amongst car salespeople in South Africa' is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.



Sandile Mtshali

Signed at Johannesburg on 31st March 2021.

Name of candidate	**Sandile Mtshali**
Student number	**2131343**
Telephone numbers	**0647063372 / 0832763117**
Email address	**Sandile.mtshali@live.com**
First year of registration	**2020**
Date of proposal submission	**31 October 2020**
Date of report submission	**08 April 2021**
Name of supervisor	**Dr Roselyne Koech**

ABSTRACT

Author: Sandile Mtshali **Supervisor** Roselyne Koech

Thesis title: An investigation into the causes of high turnover of Salespeople at Nissan Dealerships in South Africa.

Several studies have been conducted to identify factors that contribute to the job satisfaction of employees. One of the reasons for the interest in job satisfaction is that it has been found by many researchers such as Jayaraman and Mohideen (2017) and Sunder et al. (2017) to have a strong negative correlation with employee turnover. For organisations to remain competitive, it is critical that employee turnover is maintained at optimal levels. This study set out to establish the drivers of job satisfaction amongst motor vehicle Salespeople in the South African motor industry sector, an area not currently covered by any of the job satisfaction studies. The aim was to establish how each of the work-related factors affected the job satisfaction of Salespeople as well as recommend Employee Value Propositions that will advance job satisfaction, thus assist in maintaining optimal turnover.

The study was a cross-sectional study of Salespeople stationed at various Nissan dealerships around South Africa. A survey instrument consisting of self-administered questions adapted from past studies was randomly distributed to current Salespeople, of which 55% (N=204) responded by taking part in the online survey. We performed statistical analysis using Pearson Correlations and Regression analysis techniques. Using Herzberg's two-factor theory, we grouped the work factors into motivators and hygiene factors. From the analysis, we identified four factors that contribute significantly to the job satisfaction of motor vehicle Salespeople at Nissan. Ranked in order of their impact, *Recognition* had the strongest effect on Job Satisfaction (β=.274), followed by *Remuneration* (β=.228), then *Supervision* (β=.193), and lastly the *Work Environment* (β=.144). If these factors were not addressed, job satisfaction would be low, leading to an increase in turnover. The results demonstrate that indeed the motivator and hygiene factors do influence job satisfaction of Salespeople and helped identify those factors that can be used to create a new Employee Value Proposition that would focus on improving job satisfaction.

Johannesburg, March 2021

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DEFINITION OF KEY TERMS AND CONCEPTS

Motor industry: A economic sector that is made up of organisations that primarily deal with manufacturing, distribution, retailing and maintenance of automobiles.

Employee turnover: Turnover refers to the termination and replacement of employees within an organisation.

Employee Value Proposition: A unique set of benefits that is given to employees in return for their labour. EVP's can be used to attract and retain suitable employees.

Dealership: A business specialising in the sale, service, and repairs of motor vehicles. Franchised dealerships are usually the retail outlets for one automotive brand.

1 INTRODUCTION TO THE RESEARCH

1.1 Background and context

This research evaluates salespeople job satisfaction in the retail motor industry in South Africa and focuses on dealerships selling the Nissan range of passenger vehicles. More specifically, determining the significance of several work-related factors in driving new vehicle salespeople's job satisfaction, will enable the organisation to know which factors increase their intention leave the organisation. By knowing the factors that result in job satisfaction, an organisation would be able to assemble an Employee Value Proposition (EVP) that could be effective in retaining exceptionally talented and high potential employees within the organisation. However, before getting to the research conceptualisation (Section 1.2), we briefly introduce the terms and concepts that we have used in conceptualising this research in Section 1.1 generally and broadly—while Chapter 2 has a more specific and detailed discussion on the research context. The research conceptualisation section provides for the research problem statement (Section 1.2.1) and consequently the purpose of this research (Section 1.2.2) as well as the research questions (Section 1.2.3). The delimitations and assumptions of the research study are in Section 1.3 while we discuss the significance of the research study in Section 1.4 and provide a preface to the research report in Section 1.5.

The motor industry in South Africa is made up of seven automotive Original Equipment Manufacturers (OEM), importers of Completely Built-Up vehicles (CBU), retail outlets (Dealerships) as well non-franchised maintenance and repair businesses (Naamsa, 2020). For the new vehicle industry, the structure is such that the OEM wholesale vehicles to the dealerships, which are franchised businesses, and the dealerships retail the vehicles to end-users. The industry is one of the main contributors to the country's Gross Domestic Product (GDP) and employed 267319 people as of June 2018, of which 31.1% were employed in retail sales of motor vehicles (Statistics South Africa, 2018). Significantly, this study focuses on the retail sales of motor vehicles.

Evaluating employee job satisfaction is an important exercise for any organisation because low job satisfaction is often linked to turnover. Employee turnover has been described in many ways by different authors. Wärnich et al. (2018) described turnover as any permanent loss of employees that will have to be replaced or that have already been

replaced (p. 706). Lee et al. (1996) identified two types of turnover. These were voluntary turnover which occurs when an employee terminates their employment contract for personal reasons, as well as 'non-voluntary turnover', which occurs when the employment contract is terminated by the employer. Although data from Statistics South Africa's Quarterly Employment Statistics show the number of employed people and a percentage change in the number of employees for the term, it does not show the number of employees that were terminated and subsequently replaced within that reporting term.

Whilst Rijamampianina (2015) concluded that the optimal turnover rate in South African organisations was between 14% and 19%, whilst Bussin (2018) suggested that the average employee turnover in South Africa was around 12% per annum. The turnover of salespeople at Nissan dealerships was reported by Nissan to be 57% in 2019 (A. Mbatha, personal communication, 23 September 2020), a rate that was far above the suggested functional turnover. This is important because affected organisations spend more resources on recruitment, onboarding and training costs compared to organisations whose turnover ratio is within the optimal range. At the same time, turnover leads to loss of productivity and revenues (Bussin, 2018).

1.2 Research conceptualisation

1.2.1 The research problem statement

Every month, the Nissan dealership network in South Africa experiences several terminations of employment by employees. Whilst it is expected in organisations that employees would leave (because of many varied reasons) and then subsequently be replaced by new ones, the rate at which this happens amongst new vehicle sales consultants at Nissan dealerships has become a concern for Nissan. Employee turnover rate higher than optimal turnover rate has been found to hinder organisational performance (Glebbeek & Bax, 2004). Whilst the optimal turnover rate of salespeople at in the motor industry in general has not been established, Nissan's own internal analysis indicated that the turnover rate of new vehicle salespeople at its dealerships was 57% in 2019 and 33% in 2020 (A. Mbatha, personal communication, 23 September 2020), significantly higher than the optimal turnover rate.

This high rate of turnover does not only affect the dealerships from which these salespeople resign. It also affects Nissan South Africa (NSA) as the OEM. In the Fiscal Year 2019, NSA increased its dealer training and development spending by 23% to accommodate the increasing number of induction training courses required because of new salespeople joining the Nissan dealership network. The training department had also increased its training budget, number of training courses offered to the dealer network staff and training frequencies to increase engagement, knowledge, and skills to reduce salespeople turnover, as training was identified as one of the components of the employment factors that contributed positively to the reduction of employee turnover.

Several authors have discussed 'employee fringe benefits,' and argued that these were an effective employee retention tool, beneficial to both employees and employers. Bussin (2018) emphasised that meaningful employee retention strategies could be used to lower employee turnover in an organisation and added that it resulted in "reduced costs to the company, higher revenues, profitability, more productive staff and increased work morale." Nissan dealerships offer new vehicle salespeople generous employee fringe benefits such as personal use of a demo vehicle, medical aid, provident fund, and extensive training provided by both the dealerships and Nissan head office (A. Mbatha, personal communication, 23 September 2020). However, these employee fringe benefits appear not to be efficient in maintaining turnover at acceptable levels.

Employee job satisfaction, turnover and retention have been subject of many past studies which have found that low job satisfaction had a strong positive correlation with employee turnover (Jayaraman & Mohideen, 2017; Curran, 2012; Rooyen et al., 2010; Sunder et al., 2017). These authors have provided critical insights into the causes of low job satisfaction of Salespeople, which include individual fit with the job, dissatisfaction with remuneration, supervisors, customers, co-workers, and lack of promotion opportunities (Onyemah et al., 2018). This study aims to contribute to knowledge by establishing which work-related factors have the strongest impact on increasing job satisfaction, thus reducing turnover of motor vehicle Salespeople in the motor industry in South Africa, with special focus on Nissan dealerships.

To formulate the research questions, we used the Population, Intervention, Control, and Outcome (PICO) framework which is considered a suitable strategy to develop quantitative research questions (Aslam & Emmanuel, 2010). This enabled us to

collect empirical data from respondents working as new vehicle Salespeople in the South African retail motor industry, with special focus on Nissan dealerships. The intention was to determine how the factors affected levels of job satisfaction. The primary data was then analysed using various statistical analysis techniques to extract information on the relationships between the work variables and job satisfaction, to provide clarity on the potential causes of the identified excessive turnover.

1.2.2 The research purpose (aim and objectives) statement

Aim

Considering the critical contribution of employees, organisations must focus on enhancing their job satisfaction to reduce turnover. The purpose of this study was to conduct cross-sectional and quantitative research on the drivers of job satisfaction of Salespeople at Nissan dealerships in South Africa. The drivers of job satisfaction would enable us to identify the key factors contributing to turnover.

Objectives

1. To investigate the relationship between various work-related factors and employee job satisfaction.
2. To identify in order of their strength of impact those work-related factors that are significant in improving job satisfaction.
3. Recommend an Employee Value Proposition (EVP) that car dealerships can offer Salespeople to improve their satisfaction, thus reducing turnover.

1.2.3 The research questions and accompanying research hypotheses

1.2.3.1 Question 1: Is the Work Environment at Nissan dealerships conducive to promoting employee job satisfaction?

H0: The work environment at Nissan car dealerships does not influence job satisfaction.

H1: The work environment at Nissan car dealerships influences job satisfaction.

1.2.3.2 Question 2: Is Recognition valued and does it contribute to job satisfaction of Salespeople at Nissan dealerships?

H0: Recognition is not valued by vehicle Salespeople, and it does not contribute to job satisfaction at Nissan dealerships.

H2: Recognition is valued by Salespeople, and it strongly contributes to job satisfaction at Nissan dealerships.

1.2.3.3 Question 3: Do vehicle Salespeople consider the training and development they receive valuable and how much contribution does it have on job satisfaction?

H0: The level of training & development does not influence job satisfaction of vehicle Salespeople.

H3: The level of training & development influences job satisfaction of vehicle Salespeople.

1.2.3.4 Question 4: What is the level of satisfaction with remuneration, and how does it impact job satisfaction of Salespeople at Nissan dealerships?

H0: Salespeople are dissatisfied with the remuneration they receive, and remuneration does not contribute positively to their levels of job satisfaction.

H4: Salespeople are satisfied with the remuneration they receive, and remuneration contributes positively to their levels of job satisfaction.

1.2.3.5 Question 5: Are the supervisors and managers at Nissan car dealerships fair, just, competent, and supportive?

H0: The relationship between vehicle Salespeople and their supervisors does not influence job satisfaction.

H5: The relationship between vehicle Salespeople and their supervisors' influences job satisfaction.

1.3 Delimitations and assumptions of the research study

Voluntary turnover is not only job related but can also be because of personal circumstances not related to the job at all (Wärnich et al., 2018). This study makes the assumptions that the employee turnover at the dealerships is not because of personal employee circumstances for example, change in marital status, geographical relocations, etc. and only focusses on the factors related to the job itself to study job satisfaction and job dissatisfaction. Several authors have linked many potential causes for employee turnover. In the context of this study, new vehicle salespeople can resign after accepting an offer from a competitor dealership with more remuneration offering. Low sales also

cause a turnover. It is an industry norm that salespeople earn a small basic wage and then receive a commission on each additional unit sold. Other reasons can be poor supervision as well as rivalry amongst colleagues.

1.4 Significance of the research study

The consequences of not addressing the excessive turnover at car dealerships are quite detrimental to both the business and the employees. To begin with, if co-workers leave, it sends a negative signal to employees remaining. For example, when employees resign, the remaining employees can begin to view the organisation as not caring, or not an ideal place to work at and this may build up unhappiness contribute to even more turnover (Sunder et al., 2017). Employee turnover is equally detrimental to the business. Amongst other things, it results in reduced capacity to deliver on their mandate during the period between the one employee leaving and replacement employee becoming fully productive. Apart from losing money due to reduced productivity, costs also increase due to recruitment, placement, and training activities. If the turnover is higher than optimal, these costs significantly contribute to the organisations operating costs, thus reducing profitability (Chew, 2005; Bussin & Mouton, 2019). It seems logical then that by understanding the drivers of job satisfaction, employee retention and turnover, organisations can put in place effective measures to control this phenomenon.

1.5 Preface to the research report

To this end, the report has six chapters. Following this introductory chapter, Chapter 2 provides a literature review covering the problem, the past studies, the explanatory framework, and the conceptual framework. Chapter 3 discusses the research strategy, design, procedures, reliability, and validity measures as well as limitations. Chapter 4 and Chapter presents and discusses the findings, respectively, to interrogating our research questions while Chapter 6 summarises and concludes the research.

2 LITERATURE REVIEW

This chapter has three broad objectives; namely to understand the research problem, to identify the knowledge gap, and to develop a framework for interpreting the research findings. Specifically, in Section 2.1, we detail the research problem. In Section 2.2, we review the literature on studies that have attempted a similar study or research. With information arising from Section 2.2, we identify and detail qualitative attributes or quantitative variables that are key to this research in Section 2.3 as well as a framework that we will use to interpret our research findings in Section 2.4.

2.1 Research problem analysis

Depending on the business situation and objectives of calculating the turnover, several formulas can be used to calculate employee turnover can be calculated by the number of employees that left in the past year divided by the average number of employees that were present in the past year (Taylor, 2002). Nissan uses employee data stored in the dealer Learning Management System (LMS) to track staff movements at the dealerships. In 2019 for example, the turnover of new vehicle salespeople was 67%. Notably, a substantial portion was made up of employees who had less than one year of tenure. Taylor (2002) argued that the turnover of people with a noticeably short tenure is not equally important as turnover by people with a long tenure in the organisation, the later turnover being much more detrimental to the business as people with more experience would be leaving. This section will discuss in detail the symptoms, causes and consequences of employee turnover.

2.1.1 Symptoms

Low job satisfaction amongst employees

The extent to which an employee regarded their work as compatible with their professional needs, led to greater employee engagement and thus improved willingness to stay within their organisation (Fontova-Almató et al., 2020). Similarly, Holtom et al. (2008) concurred with this sentiment and argued that whenever an employee started feeling that "their job no longer provided the intellectual, emotional and financial benefits they

desired", their level of job satisfaction deteriorated. Sunder et al. (2017) Salespeople turnover established that Salespeople that had positive relationships with customers and had increased their sales also expressed higher levels of job satisfaction and were more likely to stay in their jobs. Several authors have presented many elements of job satisfaction, which depended on the nature of the job being evaluated. For example, a study by Fontova-Almató et al. (2020) utilised fifteen variables to evaluate the job satisfaction construct. A commonly referred to job satisfaction model is Herzberg's two-factor motivation theory, which makes a distinction between hygiene factors which consist of salary, working conditions, interpersonal relations, supervision, organisational policy, and motivator factors made up of the work itself, responsibility, recognition, responsibility, and advancement (Brevis & Vrba, 2014, pp. 475–476). Although there are many constructs put forward to contribute to job satisfaction, Ledić (2018) argued that studies on job satisfaction ought to take into consideration the employee's personality and socio-economic factors which can also contribute to satisfaction or non-satisfaction.

Employee not satisfied with their remuneration.

Remuneration is the primary reason employees seek work as it through it that employees provide for themselves and their families (Bussin, 2018). Depending on the job, remuneration if often made up of components that include base salary/wage, commission, performance bonus, as well as employee benefits such as medical aid, provident fund, education assistance and more (Naji, 2014). These components of remuneration form the overall employee reward for offering their labour to an organisation and so it is not surprising then that many employees rank it highly when considering reasons to stay or leave an organisation (Rooyen et al., 2010).

The impact of remuneration on the employee's attitude, feelings and behaviour is noticeable and includes influencing the employee's decision to join and remain within an organisation (Naji, 2014). Notably, Bussin (2018) found that 77% of respondents indicated remuneration the reason to leave an organisation. The second ("the ability to earn more elsewhere") and third reasons ("lack of promotional opportunity") were also strongly associated with remuneration (p 33). This observation was also evident in Rooyen et al. (2010) who found that remuneration ranked as one of the most important considerations for leaving an organisation. Herzberg (1959; as cited in Brevis & Vrba,

2014) classified salary, not as a motivator for job satisfaction but argued that without it, there would be dissatisfaction. The remuneration package is still used by organisations to attract and even retain employees and used by potential employees to decide whether to join an organisation and used by existing employees to evaluate if it is comparable with offers from other organisations when considering staying or to leave (Reynolds, 2019). It is plausible therefore that, based on the findings of these authors that remuneration is a critical element of employee retention and organisations ought to consider these findings in crafting their employee retention strategies.

Unpleasant work environment

Using a simple calculation of the hours most people spend at their jobs, it can easily be deduced that in most jobs, employees spend an average of one third (eight hours) of each workday at their places of work. Some employees also perform their duties during at night and some also during weekends and public holidays. During their jobs, they perform many diverse types of activities and in various environmental conditions, some of which pose some degree of risk to their wellbeing. They also meet and work with many kinds of people including but not limited to colleagues, customers, and managers who all come from different walks-of-life, thus bringing diverse cultures, belief, and value systems to the workplace. These and many other elements make up the employee's work environment.

With an average of eight hours per workday spent under these and many more conditions at the workplace, employees must find their work and work environment compatible with their personal goals, values, and ideals of the balance between working and living (Flowers & Hughes, 1973). Flowers and Hughes argued that the reasons for employees to stay in an organisation were significantly different but found that the work and work environment was one of the main reasons for managers and professional employees to stay within their organisations. Interestingly, Netswera et al. (2005) found that employees were of the view that their employers had to make efforts to ensure employees had a satisfactory balance between individual life and work life and such efforts could to a great extent result in employee retention. Whilst some authors found that physical work environment comprising of tangible elements such as personal health and safety, security, environmentally comfortable workplaces, ability to work flexible hours

were critical to retain employees (Van Rooyen, 2018), some authors identified less obvious elements of a work environment such as ethics and organisational culture and argued that if these were strong, employees would consider their work environment conducive (Bussin, 2018).

2.1.2 Root causes

Inadequate training and development

Taylor (2002) argued that training and development are important in retaining career-minded employees. When they do not get the training and development opportunities within the organisation, they would turn to other organisations outside that would satisfy the learning ambition, Taylor added. Similarly, Netswera et al. (2005) found that training and development had a positive correlation with the employee's desire to stay within an organisation, whilst those individuals that feel training interventions no longer provided them with additional chances of mobility within the organisation were likely to exit.

To develop employees, the organisation may put employees through learning interventions aimed at developing their knowledge, skills, and competencies for potential future work and this is commonly referred to as employee development (Noe & Kodwani, 2018). This is significant because some employees might reach a career plateau and would then require development opportunities to develop their employees' cross-functionality and capabilities, enabling them to perform different and higher functions within the organisation (Bussin, 2018). When employees learnt and did more of what they were interested in and good at, they became more motivated and their intentions to remain within the organisation strengthened (DeMotta et al., 2019).

However, not all organisations concur. Chew (2005) found that some organisations were reluctant to develop employees beyond their current job requirements as it would contribute to turnover because of improved employee mobility and organisations would be required to increase remuneration packages to retain these employees. This view was supported by Kaplan and Hoppli (2017) who found evidence of an upwards trend in the number of skilled and qualified South Africans who were emigrating to work in other countries such as New Zealand, Australia, Canada etc.

Although Bussin (2018) also noted that it was common for employees to move-on for lucrative remuneration packages after having undergone training, he classified as a 'myth' the view of some managers that; if employees were trained on knowledge and skills beyond what they needed to perform their current jobs then it would lead to increase in turnover. Instead, Bussin argued that organisations must develop employees for roles beyond their current scope, as this would enable them to build skills they would need when being considered for promotional opportunities, which ranked second after salaries on his list of reasons why employees leave organisations (p34).

It is important to note that training organised by organisations to close current gaps in employee knowledge, skills and performance does not only benefit the organisation in form of improved productivity, business performance but also it increases customer satisfaction, the employees and most notably, it is a key contributor to employee retention (Aguinis & Kraiger, 2009). From the arguments presented by these authors, it seems logical that training employees is an essential element of retention and can be used as one of the motivators for employees to remain within an organisation.

2.1.3 Consequences

Higher costs, thus reducing profitability.

The consequences of turnover in an organisation can be significant as they often incur substantial costs when they must separate with employees (Netswera et al., 2005). Some of the costs associated with terminating an employee identified by Netswera et al. (2015) included paying the employee cash for annual leave balances, costs arise right from paying for separation such as the monetary equivalent of annual leave balances, as well as recruitment and training costs associated with replacing the terminated employee. Several authors have presented different costs of recruiting new employees. Bussin (2018) presented estimated recruitment costs ranging from 70% to 200% of the employee's remuneration. This view was also evident in van Rooyen (2018) who suggested the replacement costs be as high as 2.5 times the employee's annual pay.

Potential customer loss

The organisation does not just lose money from retention, employees leaving the organisation leave with tacit knowledge. In some instances, former employees use that knowledge to the benefit of their new employers, sometimes directly for their previous employer. In a study of salespeople turnover, found that Sunder et al. (2017) argued that salespeople are in most cases responsible for establishing and maintaining direct relationships with their customers, so if a salesperson leaves, their customer often follows them to the new place. This customer exodus can be potentially detrimental to the profitability of an organisation as it loses customers. At the same time, productivity reduces as the organisation operates without the resigned person up until the replacement employees become productive enough (Netswera et al., 2005). Importantly, organisations lose revenue through lost customers as well as the loss of training and development investments on the resigned employee (Sunder et al., 2017). It seems logical to believe that the consequences of turnover in any organisation can extend far beyond just losing an employee. It increases operating costs, loses revenues whilst also losing competitiveness which might advantage direct competitors.

2.2 Research knowledge gap analysis

The knowledge gap analysis begins with the review of existing literature related to job satisfaction, employee turnover and retention. Past studies on employee turnover and retention have identified several factors that were considered critical to the retention of employees and increased the likelihood of them staying with the organisation.

Several authors have investigated the impact of elements of a job in the employee's decision to stay or quit their job. In a study of factors driving turnover and retention of IT (Information Technology) professionals, Korsakienė et al., (2015) made a distinction between three types of voluntary turnover and opted to focus on those factors that the organisation could control to increase employee engagement and reduce turnover. This study looked at both reasons why employees were leaving as well as reasons that made them stay in the organisation. This dual view is strongly supported by Flowers and Hughes (1973) who argued that organisations must focus more on the reasons why employees stay in the organisation, as opposed to why they leave. Using a quantitative approach, the study focused on determining what factors contributed to the decision of IT professionals to stay in their organisations, as well as establish the factors that contributed to turnover

(p6). Consistent with other research findings, the empirical results presented by Korsakienė et al. reveal that employees stayed for reasons that were different from those that could cause them to leave. The study found that remuneration and leadership style were the top reasons to leave an organisation, whilst the factor that affected the decision to stay included pleasant relationships with colleagues and a favourable work environment (p10).

The study presented the most valued factors that lead to employee retention and reduces turnover in those IT businesses. Consistent with Bussin and Mouton (2019)'s argument that a competitive remuneration structure, positive workplace climate and work-life balance were increasingly important for employees, Korsakienė et al. (2015) findings concluded that employees valued relationships with colleagues, ability to have a satisfactory work-life balance and satisfactory remuneration were significant in keeping employees in those IT businesses. Although this study made findings consistent with many other recent studies on retention, it only focused on employees in one industry, using a convenience sampling method. Thus, the transferability and generalisation of the results to other industries present limitations.

Dhanpat et al. (2018) conducted a study evaluating the impact of retention factors in an employee's intention to leave the organisation. Using descriptive and inferential statistics, these authors collected and analysed quantitative data from 282 call centre participants. The factors that this study analysed were compensation, job content, supervisory support, career advancement, and work–life balance. The outcome of this study showed that employees consider supervisor support (average mean = 3.69) as the most crucial factor and promotes retention in this call centre. This sentiment was consistent with the findings in Korsakienė et al. (2015) that identified 'workplace relationships as an important reason to stay in an organisation. At an average mean value of 3.45, work-life balance was the second most important retention factor whilst career advancement came in third and compensation fourth with an average mean value of 2.85. Important to note that even though call centre salaries were considered low, this did not come in as the most important retention reason, as it often comes up in many other studies such as that by Ongony and Majola (2018), who found dissatisfaction with remuneration was the top retention factor. The main limitation of this study however was that it only focused on the call centre in one geographical area, making it difficult to

transfer the findings into other sectors. It also focused on one organisation also making it difficult for their results to be transferable to other call centres in other organisations.

A study by Ezeuduji and Mbane (2017) took a different and interesting approach because it looked at the length of service and its impact on how the employees perceive each of the retention factors the longer, they stayed in the organisation. The study involved data received from 210 participants who were employees of various hotels in Cape Town. Quantitative data was collected using a structured questionnaire and then analysed using statistical tools. The results revealed that the longer the employees stayed in the hotel, the more they were not likely to leave. Additionally, the longer the employee's tenure, the less impact the factors of retention had on the employee. Ezeuduji and Mbane (2017) noted that this might be because the employees eventually adapted to their work environment and work conditions. Even though this was the case, the employees were still largely concerned about the lack of opportunities for training and development. Significantly, this was consistent with other research findings on the importance of training and development in keeping employees. The results of a study by Samuel and Chipunza (2009) also showed a strong association between employee retention and training and development.

All these studies have dealt with the impact of workplace variables such as remuneration, work-life balance, work environment, training and development, meaningful work, to name just a few, affect an organisation's employee turnover and retention. Notably, the studies used structured questionnaires, mostly arranged on type questions and most of them utilised non-parabolic sampling techniques. The authors made use of computer software to analyse the empirical results using various analytical techniques such as descriptive and inferred statistics analysis. These studies were conducted both internationally and in the South African context have provided insight on how workplace factors affect the decision of an employee leave or to stay longer with that organisation. Although the empirical findings presented key research findings that were consistent with many other research findings, there were still several limitations identified. The studies were conducted in various environments such as the hotel industry in Cape Town (Ezeuduji & Mbane, 2017), and a call centre in Gauteng (Samuel & Chipunza, 2009). The studies were concentrated on specific industries or sectors; thus, the results cannot be generalized to other industries and regions.

The literature reviewed demonstrated the importance of job satisfaction in reducing employee turnover in organisations. It discussed several workplace-related variables and evaluated their relationship to employee job satisfaction and retention. Although these studies were conducted on organisations and workers both internationally and in South Africa, the results cannot confidently be inferred to the retail motor industry in South Africa. To this date, the impact of the workplace factors on salespeople at Nissan dealerships has not been interrogated. The current study aims to add to the body of knowledge by uncovering how these factors can be used to explain the high salespeople turnover rate experienced by Nissan dealerships in South Africa.

2.3 Quantitative variables key to this research

Employee turnover and retention can be attributed to several causes as shown by authors discussed in the literature review section. In this section, work related variables and attributes that tend to affect employee turnover will be discussed. Wotela (2016) described an attribute as a describable characteristic of an object, whilst Bryman et al. (2014) described a variable as characteristics of a part that can change, in quantity for example, and therefore can be measured in some way. However, Bryman et al. also expanded this by pointing out that there were various kinds of variables, such as constant variables (those with a non-changing value). When considering variables and attributes in the context of employee turnover and retention, several authors have used various variables to evaluate the sources of employee turnover. The interrogation of research to find knowledge gaps revealed variables that contribute to employees' intention to stay or to leave their organisation, also referred to as turnover intention. Other variables include remuneration, leadership style, work environment (Korsakienė et al., 2015; Dhanpat et al., 2018), relationship with colleagues (Dhanpat et al., 2018), training and development (Ezeuduji & Mbane, 2017). The variables discussed below are adopted to this study.

Job satisfaction

Job satisfaction explains the extent to which an employee is pleased with their contributions, experiences, and benefits they derive from being in the employ of their organisation, as well as with the work that they perform. JS is therefore largely the perspectives, attitudes that employees have towards their organisations and their work (Wärnich et al., 2018). Interestingly Sabbagha et al. (2018) concurred with this observation and argued that JS is made up of positive and negative feelings an employee has towards

their jobs and the organisation. JS has been identified as an important indicator for the employee's intention to stay or leave an organisation (turnover intention). Notably, a negative correlation was observed between job satisfaction and turnover intention (Randhawa, 2007). This relationship was concurred by several other authors who found that there was an inverse relationship between job satisfaction and turnover intention (O'Connor, 2018). Low job satisfaction would imply that employees are not content with one or more aspects of their work and/or organisation whilst high job satisfaction would mean they are content. Some key facts in job satisfaction were that there are elements that people like about their jobs which include work content, career advancement opportunities, and pay satisfaction (Sabbagha et al., 2018). On the other hand, Wärnich et al. (2018) also showed work related conditions that caused job dissatisfaction such as poor leadership, poor work environment, workplace conflicts and low employee engagement. as well as those elements that lead to job dissatisfaction such as poor leadership or supervision (Wärnich et al., 2018). It is interesting that Herzberg (2003) two-factor theory also distinguished between factors that lead to job satisfaction (motivators) and those that lead to job dissatisfaction (hygiene factors), who argued that the factor he classified as hygiene factors did not necessarily lead to job satisfaction but would lead to job dissatisfaction if they were absent.

Training and Development

Another variable considered in this paper is *Training and development* (T&D), which refers to taking part in planned learning interventions to equip or improve knowledge and skills required by the learner to be more productive and efficient in their job. Development goes beyond training for skills required to improve efficiency in current jobs, but it focuses on gaining competency for future jobs/tasks, which improves organisational effectiveness (Fletcher et al., 2018). Similarly, Bibi et al. (2018) attested to that T&D results in organisations gaining internal competitive advantage, and further argued that employees who received T&D tend to grow commitment and loyalty to the organisation which reduces employee turnover, thus improving employee retention within the organisation. Fletcher et al. added that in general, several pieces of research have concluded that T&D was positively correlated with employee retention, which was a result of employees feeling obliged to repay the organisation for investing in them by not leaving (Bibi et al., 2018). However, some authors have found that T&D also had the potential to increase employee turnover. Bibi et al. (2018) pointed out that once employees

felt they were highly knowledgeable and skilled, which would be a result of going through T&D offered by their current organisation; they tend to look for new lucrative employment opportunities outside of the organisation. Furthermore, the "relationship between T&D and intention to stay is not direct but is mediated by the attitudes that employees hold of their work as well as the work environment" (Guest, 2002 as cited in Fletcher et al., 2018, p. 2708). With this paper, we set out to determine if Salespeople consider the training and development they receive valuable, and how much contribution does it have on their job satisfaction. The null hypothesis states that the level of T&D does not influence job satisfaction of vehicle Salespeople, whilst the alternate hypothesis states that the level of T&D influences job satisfaction of vehicle Salespeople.

Remuneration

Remuneration is a variable of that is made up of many sub-variables or elements. These may include but not limited to basic salary, monetary incentives such as commission and performance bonuses, vehicle allowances whilst some organisations go as far as issuing share ownership schemes to employees. It is the reward (financial and/or non-financial) given to employees in exchange for their labour. Wärnich et al. (2018) classified remuneration as a part of extrinsic rewards in the total compensation/rewards system. Considering that it supports the basic livelihood of employees, it seems plausible that it would be strongly positively correlated with retention. An attractive remuneration package therefore plays an important part in the retention of employees (Bussin, 2018). Notably, respected theories such as that of Herzberg's hygiene factors and Maslow's hierarchy of needs place remuneration as a lower-order need, which concurs with the notion that remuneration is a motivator for employees (Brevis & Vrba, 2014). Brevis and Vrba also noted different theories related to the extent to which remuneration was a motivator. The expectancy theory suggested that it was only a motivator if employees valued monetary rewards and associated satisfactory performance with an increase in remuneration (p. 485). This paper set out to investigate the level of satisfaction with remuneration and identify the impact it has on job satisfaction of vehicle Salespeople. Our null hypothesis therefore was that remuneration does not significantly contribute to job satisfaction of vehicle Salespeople, whilst the null hypothesis states that remuneration significantly contributes to their job satisfaction.

Work conditions

Another variable critical to employee turnover and retention is the *work conditions*. It refers to the physical and non-physical conditions that exist in the workplace that employees can find either favourable or unfavourable. The non-physical conditions go as far as psychosocial factors that impact mental health of workers (Stansfeld & Candy, 2006) . It could be argued that an environment considered unfavourable may lead to heightened work-related stress and the desire to leave the organisation, whilst one that is perceived as conducive will not strengthen the desire to exit such workplace. The impact of the work environment was also classified in Herzberg's two-factor theory as a hygiene factor, meaning it did not necessarily cause job satisfaction, but unsatisfactory work environment will lead to job dissatisfaction (Herzberg, 2003). The work environment consists of several elements such as employee perceived treatment by managers and colleagues, which when considered inequitable, would lead to dissatisfaction with the work environment and can result in increased employee turnover (Wärnich et al., 2018). It is important to consider the work environment as it also plays a key role in employee job satisfaction, these two variables have a strong positive correlation (Goyal & Singhal, 2017). With this paper, we set out to determine if the work environment at Nissan dealerships is conducive to promoting employee job satisfaction. The null hypothesis states that the work environment at Nissan dealerships does not influence job satisfaction, whilst the alternate hypothesis states that the work environment at Nissan dealerships influences job satisfaction.

Conceptual framework

Figure 1 below presents a conceptual model of how the variables we will use in this study interlink, as well as how they are connected to overall job satisfaction, which leads to employee turnover or retention. This paper will use these several work-related variables to obtain empirical evidence on the impact of each one of these to job satisfaction. The variables utilised were adapted from Herzberg (1959), and are divided into two groups making up motivator factors and hygiene factors, which are consistent with Herzberg's two-factor theory of motivation (Herzberg et al., 1959).

Figure 1: The conceptual framework



To source information on these variables, several authors collected primary data directly from employees in their target organisations. Kostas et al. (2019) collected data using a confidential questionnaire sent to the target population. Similarly, Saridakis et al. (2020) used different sets of questionnaires, one for management and the other for employees when collecting data. In addition to the questionnaires, they also conducted interviews with several most senior managers. In summary, since most studies conducted were quantitative, using questionnaires to collect data is an accepted data collection method.

2.4 Framework for interpreting research findings

An interpretive theoretical framework is a lens used to decode theory and supplies a structure for which the interpreter can make sense of the research results (Wotela, 2016). This section discusses a theoretical framework that will be used in this paper to explain the concept of employee turnover and retention. Section 2.4.1 provides a brief overview of relevant and applicable interpretive and theoretical frameworks that are then the selected framework for application in the interpretation of the research findings for this paper will be discussed from section 2.4.2.

2.4.1 Theories of employee motivation

Several authors have brought to the fore many employee motivation theories that can serve as a theoretical and interpretive framework for studies involving employee job satisfaction, retention, and turnover. The most relevant theories were classified by Brevis and Vrba (2014) as content theories of motivation and process theories of motivation. Content theories of motivation included Maslow's Hierarchy of Needs, the ERG theory of motivation, Herzberg's two-factor motivation theory, and the Acquired needs theory. The authors classified these into 'content theories' because they all attempted to determine the needs that people wanted to satisfy, which then motivates them to change their individual behaviours to realise those unsatisfied needs (p. 472). On the other hand, process motivation theories consist of the equity theory of motivation, the expectancy theory of motivation and reinforcement theory of motivation. In contrast to content theories, process theories focus on the process that eventually leads to motivation (p.479-483).

Maslow's hierarchy of needs theory states that human needs are satisfied in a particular order, starting with psychological need. Once these needs are met, the individual will then seek the higher order needs, security needs, then affiliation needs, esteem needs and at the top is self-actualisation needs. The EGR theory expands Maslow's theory further by proposing three needs that must be satisfied for a person to be motivated (Brevis and Vrba, 2004). Maslow's and EGR's theories help managers understand the source of motivation of employees by establishing where they are in relation to the hierarchy of needs model. But it is not an easy task for managers to match each employee to the hierarchy, making it difficult for these theories to be effectively applied in large organisations. These theories largely focus on the importance of personal growth and self-actualisation in the workplace (Smit et al., 2011), whilst this paper focuses on the conditions in workplace that result in job satisfaction, making these not the best framework for interpreting the research findings of this paper.

After considering the motivation theories discussed in the paragraphs above, this paper uses the Herzberg's two-factor motivation theory as the primary interpretive framework for interpreting the research findings. In section 2.4.2, we discuss in detail the Herzberg two-factor theory of motivation.

2.4.2 Herzberg's two-factor theory

Several authors, notably House and Wigdor (1967), Wall and Stephenson (1970), Knoop (1994), have interrogated Herzberg's two-factor theory and presented arguments either in support or against the theoretical framework. Herzberg et al. (1959) two-factor theory came out of study of 200 workers, consisting of engineers and accountants. The study was conducted over a period of five years in industrial areas of Pittsburgh. The study requested people to reflect on situations connected to the jobs that left them feeling deeply satisfied, as well as equally dissatisfied. They then had to identify the impact of those feelings on their job performance, relationships, and wellbeing (House & Wigdor, 1967). The aim was to figure out the relationship between job satisfaction and productivity (Dale, 1965).

Finally, the two-factor theory was developed. Herzberg et al. (1959) said that the crust of the two-factor theory was that factors that resulted in job satisfaction were different from those that led to job dissatisfaction and argued that the opposite of job satisfaction was not 'job dissatisfaction.' This was learnt by studying the effects of several factors on job attitudes. Herzberg and his colleagues categorised the factors into two groups: Intrinsic motivators and Hygiene factors. Achievement, recognition, work itself, responsibility, achievement, and growth were part of intrinsic motivators and the study found that these factors resulted in job satisfaction. the factors grouped under hygiene factors did not lead to job satisfaction even if they were met, but significantly, Herzberg argued that they would lead to job dissatisfaction if they were not met. These factors included salary, supervision, work conditions, relationships with subordinates and peers, status, and security.

Subsequently, several pieces of research have been conducted based on Herzberg's two-factor theory, making it one of the most replicated research in the study of attitude towards jobs (Herzberg, 2003). Many authors reviewed and/or conducted their own studies to test the effectiveness of Herzberg's two-factor theory. Orlando Behling et al. (1968) discussed the findings of a Dr Milton Schwartz who wanted to retest the two-factor theory conducted a study using a questionnaire as an instrument (as opposed to interviews which were used by Herzberg), and found that the results were consistent with Herzberg's two-factor theory. The theory was not just found to be relevant to employees only. A study of business school students' satisfaction provided empirical evidence that was consistent with Herzberg's two-factor theory (DeShields et al., 2005).

A review by House and Wigdor (1967) presented several arguments against Herzberg's study. Firstly, the study method was found not to be adequate as people were bound to take credit when all went well and shift the blame to someone or something else when something went wrong, which suggested that the results were biased (Vroom, 1966 as cited in House & Wigdor, 1967). Ewen (1964) argued that the study did not have a measure for oval satisfaction, pointing out that such a measure was critical if classifying factors as satisfiers or dissatisfiers. Ewen went as far as saying the results of Herzberg's study could not be generalised due to the too few job professions investigated. A few decades later, criticism of the theory continued as Tietjen and Myers (1998) argued that because Herzberg's study used frequency and not intensity, therefore it was probable that a factor would be viewed as important because of high frequency yet the factor is not statistically significant. another point of criticism for the study was that it did not differentiate between the impact of values and needs, and Lock (1976) as cited in Tietjen and Myers (1998) found that personal values had a quite significant impact on one's evaluation of their job. Lock argued that some respondents had values that did not emphasise on remuneration and promotion. By not considering this aspect, Herzberg's study deprived them of their uniqueness which would result in non-accurate findings. In a recent application of the two-factor theory, Tan (2013) concluded that many recent studies found that the factors that were categorised as Hygiene factors resulted in job satisfaction as well.

This study is primarily concerned with establishing work-related variables that have the most significant impact on job satisfaction, because job satisfaction directly influences employee turnover as confirmed by several researchers such as O'Connor (2018). This makes Herzberg two-factor theory the most relevant framework to use in the context of this study. The motivator and hygiene factors mainly evaluate the conditions within the work environment to establish how those relate to job satisfaction. It is easier for business leaders to change the work environment in the workplace than to change personal circumstances of individuals or the conditions in the macro-environment that may result in job dissatisfaction. Smit et al. (2011) argued that when applying this theory, managers ought to ensure that hygiene needs such as pay, working conditions and other job context factors were adequate to prevent dissatisfaction. At the same time, managers must keep focusing on improving the motivator factors, which result in employee job satisfaction.

2.5 Summary and conclusion

2.5.1 Summary of literature reviewed.

There are several frameworks of motivation that can be applied in interpreting research findings on motivation employee job satisfaction. As described by Wotela (2016), an interpretive framework provides the lens critical in making sense of research findings. As such, it is important to ensure that one presents the application interpretive frameworks applicable to their field of research and then discuss the framework chosen for the present study. The paper presented interpretive frameworks including Maslow's Hierarchy of Needs, ERG theory of motivation and Herzberg's two-factor theory. In the end, Herzberg's two-factor theory has been put forward as the interpretive framework applied in interpreting the research findings of this study.

The framework, coined by Herzberg in 1959 presented a new perspective to factors that lead to employee satisfaction and dissatisfaction. The study was done in an industrial area and involved about 200 engineers and accountants. When this study concluded, it presented the two-factor theory. Herzberg argued that factors that lead to job satisfaction are different from those that result in job dissatisfaction. The study then grouped these factors into motivators and hygiene factors. Many fellow authors were surprised by the grouping of the factors. For example, factors such as salary were classified as a hygiene factor as it did not lead to motivation, but its absence let to dissatisfaction. Herzberg argued that the opposite of satisfaction was not dissatisfaction.

Subsequently, the study was picked up by many other authors who presented their own research and findings to prove or disprove Herzberg's two-factor theory. Some authors such as House and Wigdor (1967) presented counter arguments to the finding as the accused it of methodologically flouting. Taken together, the antagonists discredited the two-factor theory each pointing out several reasons why the study was unreliable. On the other hand, many other authors conducted studies in favour of the theory and found their results to be consistent with Herzberg's two-factor theory. Since this study also aims to investigate the factors contributing to high employee turnover, with one of the key variables to be investigated being job satisfaction (or job dissatisfaction), it seems logical that Herzberg's two-factor theory can be used as the interpretive framework for this study.

2.5.2 Proposed research strategy, design, procedure, and methods arising from the literature review.

The literature reviewed presents different research strategy, design, procedures, and methods which this study will follow. The strategy that will be used is to first identify the respondents to be targeted for the data collection process. In line with the aims of this report, the audience will be made up of new vehicle salespeople. Two groups of salespeople will be targeted for data collection, those that recently resigned from Nissan dealerships to join competitor dealerships as well as those that are currently still working at Nissan dealerships. The design of the study will be in such a way that, from those that have already resigned, the aim will be to obtain the contributing factors that led to their resignations from Nissan, and for those still within, the study will be designed to obtain factors promoting their intention to stay and/ or intention to leave. As with other research of this nature as found in the literature review, a set of questionnaires will be distributed to the target population via electronic format. Participants will indicate their rating for each question by selecting the most applicable ranking on a Likert scale for each of the questions to be asked. Further details on the research strategy, design, procedures, and methods are discussed in section 3 of this paper.

3 RESEARCH STRATEGY, DESIGN, PROCEDURE, AND METHODS

In Section 1.2.3, this study proposes five questions that this research report intends to answer— in short, the questions ask if each one of the work-related factors contribute positively or negatively to employee satisfaction at Nissan car dealerships. I have since reviewed literature and develop an interpretative as well as conceptual framework that will guide the choices of techniques I will use. This chapter identifies and describes research approach, design as well as procedure and methods that I employ in this research to collect, process, and analyse empirical evidence. Broadly, it has three goals; namely, to identify and describe the research strategy (Section 3.1), the research design (Section 3.2), as well as the procedure and methods (Section 3.3). The chapter also describes the reliability and validity measures (Section 3.4) that this research applies to make it credible as well as the technical and administrative limitations of the choices we make (Section 3.5).

3.1 Research strategy

A research strategy is an organising framework that enables researchers to set up critical features and possibilities that are needed to answer the research questions. The strategy typically becomes a roadmap clearly detailing the purpose of the research, the questions to be answered by the research, the researcher's theoretical framework as well as the methods to be used for data collection and analysis (Algozzine & Hancock, 2016). In general, a research strategy can fall under one of three categories, that is; qualitative, quantitative, and mixed which combines elements of both qualitative and quantitative strategies (O'leary, 2017).

After conducting a detailed interrogation of literature on employee satisfaction and its impact on employee turnover, it seems plausible that the research strategy suitable for this paper is the quantitative strategy. This research will therefore take the quantitative approach. Quantitative research was described by Algozzine and Hancock (2016) as one that utilises statistics to explain the concepts under investigation. This is made possible by the fact that quantitative data is usually quantifiable (Paul Hackett, 2019). Hackett (2019) further explained that quantitative studies utilise experiments and/or questionnaires as common methods to collect the data. The data can then be analysed statistically using statistical software or simply by numerical comparisons (p. 6).

Quantitative studies are often made up of research questions presented as hypothesis which can either be accepted if the findings concur with the hypothesis or rejected if the opposite is clear (Algozzine & Hancock, 2016). Several authors have used the quantitative research method to explain the phenomenon of employee turnover. For instance, whilst investigating the relationship between employee tenure and employee turnover, Ezeuduji and Mbane (2017) conducted a quantitative survey of employees from various hotels in Cape Town. The survey in the form of questions presented using a questionnaire was distributed to various hotel employees to collect data on their attitude towards their organisation and their intention to stay. From the data collected, the authors then used statistical analysis to extract information to prove or disprove their hypothesis. Similarly, using a quantitative approach, Sunder et al. (2017) conducted a study to find the influence of factors as well as peer factors on the turnover of salespeople. Data collected from 6000 salespeople over a period of two years was, consisting of variables such as relative performance, customer satisfaction, voluntary and involuntary peer turnover and goal achievement was statistically analysed to explain the turnover phenomenon.

Consistent with the research strategies used by these authors to illustrate the impact of various retention variables on employee job satisfaction and turnover, this research will also utilise a quantitative strategy to study sales employee satisfaction at Nissan dealerships in South Africa by evaluating the relationships between several work-related variables and job satisfaction.

3.2 Research design

Research design is a basic plan that details how one will conduct the research and how the different components of the research will be coherently integrated and enable the researcher to address the research problem concisely (Paul Hackett, 2019). The choice of research design will depend on how that design will enable a comprehensive study of the research specific questions (Algozzine & Hancock, 2016). Algozzine and Hancock (2016) added that components of a research design include a roadmap for how the data will be collected, measured, and analysed. There are five generic research designs: cross-sectional, longitudinal, case study, comparative, and experimental. Fundamental is that a research design is a way that a researcher collects data from the survey population (Bryman et al., 2014).

The literature review uncovered various research designs used in employee satisfaction, turnover, and retention constructs. By following a case study research design, this study

will use Herzberg's two-factor theory to test if the salespeople turnover phenomenon experienced by Nissan dealerships can be comprehensively explained. In this research, we will use the case study approach to research design. More specifically, an instrumental case study, which is one that is most suitable when a detailed understanding of a theoretical phenomenon under investigation is needed (Algozzine & Hancock, 2016). The case study research method is suitable for this research because this research aims to identify cause-and-effect relationships between different hygiene and motivator variables and job satisfaction. By studying the variables, we will be able to show how they influence the decision of the salesperson to leave (turnover) or stay (retention).

The study by Sabbagha et al. (2018) used a case study design methodology to show whether employee motivation and satisfaction levels could predict retention. The case study research design method enabled the authors to show a cause-and-effect relationship between the variables. The benefits they derived included amongst other things the ability to choose the already proven instruments for data collection that have proven internal consistency, which is a critical care point as it improves reliability and construct validity of the data (Algozzine & Hancock, 2016).

In general, the aim of this research to investigate the factors that influence salespeople turnover at Nissan car dealerships. Algozzine and Hancock (2016) presented three types of case study design, which were exploratory, explanatory, and descriptive. From these three types, explanatory case study design will be most beneficial to my research. It will enable us to show cause-and-effect relationships between job satisfaction and employee retention variables named in the literature review.

3.3 Research procedure and methods

This section documents the actual procedure and the methods employed in this research to collect, collate, process, and analyse empirical evidence. Broadly, I detail the data and information collection instruments (Section 3.3.1), the target population and sampling of respondents (Section 3.3.2), the ethical considerations during the research process (Section 3.3.3), data and information collection process and storage (Section 3.3.4), data and information processing and analysis (Section 3.3.5) as well as the background description of the respondents who supplied empirical evidence for this research study (Section 3.3.6).

3.3.1 Research data and information collection instrument(s)

Research data collection instruments are tools used to extract data from the target population. The type of instrument used would also depend on the type of data being collected, which can either be quantitative or qualitative (O'Gorman & MacIntosh, 2015). Hancock et al. (2018) emphasised that researchers must always ensure that the research instruments they intend to use are reliable and valid, to ensure the collected data can be reliably inferred (p. 59). There are two types of data collection instruments: an observation schedule and an interview schedule.

Consistent with several of the studies interrogated during the literature review, I will use a survey for collecting data for this study. Algozzine and Hancock (2016) argued that surveys refer to the information gathering process that uses oral or written questioning. The main advantage of using the questionnaire survey is that it is most suited to studying attitudes and beliefs (Algozzine & Hancock, 2016), which is consistent with this study's focus. Most questionnaires are self-guided, meaning that the participant completes at their own time, pace, pace, place, without the presence of the researcher. This gives rise to limitations to questionnaires, such as under or over-reporting, the possibility of receiving incomplete or missing data as well as low completion rates (O'Gorman & MacIntosh, 2015). Using self-administered questionnaires will enable us to deploy the survey quickly via e-mail in this case, gather quantifiable data within a short space of time and reuse the instrument in future to continue studying how the job satisfaction and turnover phenomenon change over time.

O'Gorman and MacIntosh (2015) described a research structure as the characteristics of the instruments related to its logical arrangement and level of rigidity. Structured instruments are mostly used in quantitative research, whilst qualitative research uses unstructured instruments. To improve the reliability of the data, it is critical to ensure that questionnaires used to collect quantitative data are structured as these instruments exist separately from the researcher. O'Gorman and MacIntosh (2015) noted that, from a design perspective, it was difficult to design structured questions, whilst from a content perspective, writing good unstructured questions was also challenging (p.169). Some instruments can be designed in such a way that they are both structured and unstructured,

which is then referred to as semi-structured. In general, then, these are the three types of instrument structures: unstructured, semi-structured and fully structured.

Consistent with most of the reviewed literature, this study will use structured information collection instruments for this research. Obtaining data for the information reviewed will require the development of structured, close-ended questionnaires. It is critical to ensure the data returned is uniform in terms of structure and requires no further coding by the researcher. Since statistical analysis software will be used to extract information from the data, validity and reliability can best be achieved via structured instruments O'Gorman & MacIntosh (2015). This research will take a fully structured interview schedule. Sabbagha et al. (2018) utilised the structured approach when conducting research that "investigated the role of employee motivation and job satisfaction as a predictor of staff retention in a foreign exchange bank." This study was a quantitative study that utilised a set of closed-ended questionnaires in the form of three self-report measures, which were Work Preference Inventory, and Job Satisfaction Survey and Employee Retention Questionnaire (Sabbagha et al. 2018). By adopting a fully structured interview approach, the authors were then able to adopt the structured questionnaires that were already considered to have sufficient internal consistency. Using fully structured questionnaires also enabled the authors to utilise statistical analysis tools such as Structural Equation Modelling, Comparative Fit Index, Goodness of fit index, amongst others.

Considering the insight gained in evaluating the questioning techniques by Sabbagha et al. (2018) and Smerek and Peterson (2007), this research is also mainly concerned with the evaluation of job satisfaction and employee retention by applying Herzberg's two-factor theory. We will therefore use comparable questions as used by these researchers those used by Smerek and Peterson (2007). The questions will be adapted to improve fit for our research environment and population. The advantage of using these structured questions is that their validity and reliability have already been proven (Sabbagha et al., 2018). Demographic variables such as age, gender, race, and Nissan dealership will also be added to the questionnaire to obtain descriptive statistics. The questions are closed-ended and utilised a proven Likert scale. Samples of the questionnaires are shown in appendix 2.1.

3.3.2 Research target population and selection of respondents

3.3.2.1 Research target population

At target population in a research project in a group of subjects with similar characteristics or behaviour from whom researchers collect data, usually only by obtaining data from a fraction of the entire population (Paul Hackett, 2019). The target population for this study is new vehicle salespeople that work at Nissan dealerships in South Africa. A vehicle salesperson is an individual whose job is to sell passenger motor vehicles and accessories. Even though the demographics of salespeople vary with regards to age, race, gender, education, their job is remarkably similar. The data gathered from this group will give good insight into the actual reasons for turnover. Most of the responses will come from salespeople that currently work at Nissan. Consistent with the study by Sunder et al. (2017), the data from this study will help show the level of job satisfaction, and how the work environment factors contribute to the current salesperson's job satisfaction, which contributes to their intention to leave or stay.

In research like this one, Yilmaz (2002) conducted research involving new-car salespeople of car dealerships with the goals was to "develop and test a model of performance ->satisfaction ->commitment sequence that incorporates intrinsic and extrinsic components of salesperson job satisfaction and affective and continuance dimensions of organisational commitment." Yilmaz (2002) opted to use car salespeople population to manage potential confusions, caused by salesperson type, as well as the effects of single company artefacts. The benefits that came with this target population was that the salespeople were geographically dispersed. Through working with sales managers, it was also relatively easy to access a large population to sample.

Like the study by Yilmaz (2002), car salespeople from different car dealerships will be the target population for this study. The key benefits to be derived include being able to control for differing salespeople types since all salespeople sell the same products, as well as control for single company bias, as most Nissan dealerships are franchises owned by different individual companies. Additionally, because Nissan car dealerships are spread around major cities in South Africa, this study will not have geographical limitations, which were limitations of similar earlier research. For example, Ezeuduji and Mbane (2017) target population was hotel employees in the Cape Town area only, Dhanpat et al. (2018) studied a call centre population in Johannesburg, whilst Ogony and Majola (2018) studied public sector employees in KwaZulu Natal.

3.3.2.2 Sampling or selecting respondents from the target population.

A target population is the entire group of subjects that share common characteristics that then be surveyed to obtain data to answer research questions about those subjects (Hancock et al., 2018). The target population for this study is individuals that have been employed by Nissan dealerships in South Africa. These individuals must be employed to sell new Nissan passenger and Light Commercial Vehicles. The target population will also consist of former employees of Nissan dealerships who left the employ within the past 12 months. The types of sampling for a quantitative study are random sampling, systematic sampling, stratified sampling, and cluster sampling (O'Gorman & MacIntosh, 2015).

Hancock et al. (2018) described sampling of the target population as a process that involves showing a sample of the target group that will represent entire group so that the research results are inferred to the entire population. The data obtained from Nissan shows that there are 608 new vehicle salespeople employed at 118 Nissan dealerships within South Africa. This survey was distributed via e-mail and 26 e-mails returned undelivered, which meant the e-mail no longer existed at the time of distribution of the survey. The total population for this study will therefore be 582. Based on the studied literature review and observations of how these researchers conducted sampling for their quantitative studies, we have chosen random sampling to be the sampling technique for this research. A random sampling strategy is one where each instance of the target population has an equal probability of participation in the study. We have opted for random sampling because it is suited to self-administered questionnaires (O'Gorman & MacIntosh, 2015) and eliminates sampling bias (Paul Hackett, 2019).

Whilst studying the determinants of business student satisfaction and retention in higher education by applying Herzberg's two-factor theory, DeShields et al (2005) used the random sampling approach. The goal of the study was to show "determinants of student satisfaction and retention in a college or university." Random sampling was used to distribute questionnaires to students in the class. 160 students received the survey questionnaire and usable responses were received from 143 students. The benefit the received from applying the random sampling strategy was that the results of the study were easily inferred to the rest of the undergraduate student population. Random sampling is going to benefit this research firstly by ensuring there is no sampling bias, the

sample will be representative of the target population of 582 new vehicle salespeople, and we would be able to infer the results to the rest of the salespeople population.

3.3.3 Ethical considerations when collecting research data.

O'Gorman and MacIntosh (2015) described ethics as the moral conduct one exercises towards other people. In research, these people include the target population. Algozzine and Hancock (2016) clarified that researchers ought to adhere to legal and ethical standards when conducting research involving humans and always ensure that the research process does not break legal rules governing ethics. People are gradually sensitive to how their data is collected, used, stored, and discarded. It is logical then that researcher ought to take the necessary care to conduct themselves as well as the research in an ethical manner.

When conducting research, the following basic guidelines must be considered. First, the respondents must not be forced into partaking in the research, they ought to consent and take part willingly. Secondly, the participants must not be deceived, and this can include lying about the purpose, anonymity etc. Thirdly, the researcher must ensure that information collected through the research process must be anonymous and confidential. Fourth, the respondents have the right to end the interview and the researcher must debrief the participants thereafter Algozzine and Hancock (2016).

As the researcher, I declare that I am the Training Manager at Nissan South Africa. This research is purely conducted to complete the ARP project only and will not be used for any Nissan related business. My Wits University studies are self-funded and there are no sponsors for conducting this research. In line with recommendations from Algozzine and Hancock (2016), we will ensure the research data is collected, stored, and disposed of by following Wits University guidelines as well as South African legislation governing Protection of Personal Information (also known as POPI Act No. 4 of 2013). An ethics clearance certificate was issued by the university after satisfying all ethics requirements for this research.

3.3.4 Research data and information collection process

Research data collection is the process of gathering information from one or more sources, using one or more methods. The purpose is usually to answer the prevailing research questions (Dawson, 2019). For research purposes, the researcher may obtain data

by using one or more of the following methods: Firstly, through observation of the participants. Secondly, by interviewing the participants. Interviews can be via the telephone, the internet (e.g., Skype, Zoom, Teams) or in-person. Thirdly, by interrogating existing documentation and lastly from focus groups (Uwe Flick, 2018). From the literature reviewed, we saw that the common research data collection method was interviewing. We will use a questionnaire to collect data for this research. More specifically, an online survey consisting of a closed-ended questionnaire. Respondents will access the online questionnaire using a link which will be distributed via e-mail to the target population.

Smerek and Peterson (2007) utilised an instrument consisting questionnaire to survey 2754 employees to figure out the effectiveness of Herzberg's theory in improving job satisfaction among non-academic employees at a university. the survey was distributed online. These researchers selected this method due to ease of deployment and the ability to reach a wider target population efficiently. Some of the benefits derived due to the use of this survey method were high response rate with a negligible non-response bias. Online deployment of a questionnaire allows the researcher to enforce answering of the survey questions, reducing the risk of missing data. Our survey will benefit from this advantage of using an online survey.

Data collected from the respondents will be non-identifying and thus responses cannot be linked to a particular person. Demographics data that will be collected will be limited to age, sex, geographic location, and level of education. The Wits ethics committee have classified this research be of 'Low Risk' (see Ethics clearance certificate in appendix 2.2). Taking this risk level into consideration, the raw data that will be collected will be stored electronically on a password projected computer external hard drive. Consistent with Wotela (2017), multiple copies of the raw data will be created, and the added copy will be stored online using the survey platform Microsoft Forms and personal storage platform OneDrive. The data will be stored for a period not exceeding five years, for follow-up research which will enable researchers to evaluate how this subject has changed over time.

3.3.5 Research data and information processing and analysis

3.3.5.1 Research data and information processing

After data has been collected, it must be processed to extract information that will be used to answer the research questions and hypotheses. Kothari (2004) named four steps that are necessary when processing data, which included "editing, coding, classification and tabulation." Following proper methods of processing and analysing data is vital as it gives confidence to the reader that the data is authentic, hence the methods used must be presented in a clear and non-ambiguous manner (Paul Hackett, 2019). We will discuss data coding, entry onto computer and cleaning in the section that follows.

Data coding

Bryman et al. (2014) named data coding as the point of departure for any data processing and argued that it involves reviewing data collected from participants and then transforming it into a categorised numerical format, based on grounded theory. Kara (2015) argued that data coding usually involves lots of manual work but must be done with attention to detail. It is, therefore, necessary to check the reliability of data coders to endure coding is carried out error-free. Being a quantitative study that used a Likert type questionnaire, the data collected from our respondents are already categorised for each variable. In our study, we collected data using an online survey tool, Microsoft Forms.

Our data coding process will involve, firstly transforming the text-based Likert responses to numerical values between one and five, where one represents 'strongly disagree and five represents 'strongly agree.' Next, we will reverse the responses of negative style question which was included in our survey instrument. The responses provided by participants will be reversed to be consistent with the questioning style of the rest of the questions. Lastly, we will create new variables corresponding to our research variables. Since the questions were set up in such a way that several questions were asked that measure a similar construct. Summarising the responses to each of those questions to create data for the new variable, which matches the variables used for this study. A review of the literature revealed several ways to convert an ordinal scale into a continuous scale which included using a factor score, the mean, or the median. Lee (2015) suggested a procedure to create new variables which involved summing of the Likert values, which we adopted for this study. The new variable values were achieved by summing up the values of the 5-point Likert scale to obtain a new continuous value or the variable (Lee, 2015). In doing so, the question '*Good feelings about my dealership,*' '*Clarity of mission*' and

'*Presence of Core Values*' were combined to create the '*Work environment'* variable. To create the *Remuneration* variable, '*Satisfaction with salary'* and '*Satisfaction with benefits'* were combined, and lastly, the '*Professional growth opportunities'* sub-criteria was changed to *Training & Development* variable. After the completing coding process, we ended up with the dependent variable job satisfaction and the ten predictors (independent) variables grouped into Herzberg (1968) two-factor categories i.e., motivator and hygiene factors.

Data entry onto a computer

Dawson (2019) described data entry onto a computer as data capture, which occurs when a device reads information from one system and enters that data into another system, it is referred to as data capture. This process involves entering the coded data into a computer programme like Microsoft Excel that can then be analysed using statistics software. To ensure data integrity, data entry must be carried out with utmost care, especially one that is captured manually. Making errors when capturing data have the potential to ruin statistical results and conclusions of the research (Barchard & Pace, 2011).

The online survey method of data collection in this study provides several inherent advantages including automatic data capture. In this research, data entry occurs automatically as the participants answer the survey questions online. To operationalise data entry into the computer for this study, the online data collection instrument, Microsoft Forms used is already internet-based and outputs data in MS Excel format. This eliminates the need to perform the data entry onto the computer for this study.

Data cleaning

The next step in data preparation is performed to ensure that the data that will be used for analysis are of excellent quality by correcting all errors and inconsistencies. Some of these errors and inconsistencies include missing data, incorrectly entered data, duplicated or even invalid data (Rahm & Do, 2000). This study utilised an online, closed-ended questionnaire with system enforced answering of all questions. This surveying technique has reduced the work needed to clean the data collected in this research. This is significant because data cleaning could take between 30% to 80% of the data analysis time (Dasu & Johnson, 2003). All questions are mandatory, and the respondent must answer each question by using the given input format. This eliminates the chances of anomalies such as missing data.

3.3.5.2 Research data and information analysis

After the collected data has been processed by following the procedures discussed in the preceding sessions, the next important phase is data analysis. When analysing data, the researcher performs several iterative activities to look for meaningful information that can contribute to supplying answers to their research questions and hypothesis (Mertens, 2017). Quantitative data can be complex, and a researcher often requires specialised computer software to analyse data to yield correct and meaningful results from the data (Paul Hackett, 2019). This is significant as specialised data analysis software helps the researcher reveals critical relationships between variables in the dataset, such as identify firstly if there is any existence of relationships, then the degree and the type of the relationships (Albers, 2017). To perform critical inferential statistics analysis in this study, we will use IBM SPSS which is considered as an effective tool for quantitative data analysis (George & Mallery, 2019).

In quantitative studies, many data analysis methods may be employed to analyse data, including analysing differences between groups using techniques such as Analysis of Variants (ANOVA), analysing associations using techniques such as Pearson's correlation or predicting scores using regression techniques (Mertens, 2017). Consistent with a similar study by authors Heady et al. (2020) whose goal was to study factors that contributed to academic librarian turnover, we will use descriptive analysis to summarise the respondents' data in terms of mean scores and standard deviations of each of the survey questions. Additionally, we will measure the relationship between means of the dependent and independent variables using Pearson correlations *r*.

Correlations between variables indicate the extent to which the behaviour of one variable can be predicted based on the changes in the second variable (George & Mallery, 2019). George & Mallery (2019) further named three main types of correlation between variables. These were positive correlation (values range from >0 to 1), zero correlation and negative correlation (values range from <0 to -1). Correlation was further classified using the strength of the correlation as follows. Perfect correlation has $r=\pm1$, strong correlation is when $\pm 1 > r > \pm .7$, moderate correlation is when $\pm .7 > r > \pm .4$, no correlation $r= 0$ (Akoglu, 2018)

When choosing a data analysis method, Hancock et al. (2018) emphasised that researchers ought to ensure that in the case of correlational analyses, "the goals and objectives should be focused on the relational nature of two or more variables." The aim of this study is to figure out to what extent can the job satisfaction variable be predicted by the other work environment variables. It seems plausible that utilising correlation techniques is relevant for analysing the relationships of the dependent and independent variables in this study.

In a study to establish the determinants of satisfaction and retention of college students, DeShields et al. (2005) utilised a three-step analysis process that included correlation analyses to identify the presence and strength of relationships between several independent variables with satisfaction as the dependent variable. Before conducting the correlations analyses, the internal reliability of the scale was found and then factor scores were used to reduce the number of variables before they were checked for affiliation using a correlation technique which enabled them to confirm their hypotheses. The benefits of using correlations for analysis of data in this study are that; correlation tools enable an analysis of relationships between independent and dependent variables. Correlation tools can detect the presence and strength of relationships between variables. This way, we will be able to identify the influential variables to job satisfaction as well as the least influential.

Next, we will analyse the data using multiple regression, a technique also employed by Smerek and Peterson (2007) whilst examining relationships between employee perceived work environments, personal characteristics and the nature of the job and the effect it had on job satisfaction. A multiple regression model was used to evaluate the regression between our dependant variable job satisfaction and the independent variables belonging to the motivator and hygiene factor categories.

3.3.6 Description of the research respondents

Important to note that all respondents of this study all have the same profession, that is 'new vehicle Salespeople.' At the time of the survey, all respondents were employed at one of the 118 Nissan dealerships in South Africa. We sent the survey to 582 salespeople via e-mail. The e-mail communication provided background information of this study which included ethical and confidentiality, as well as the online link to the questionnaire. At the time of closure of the online research instrument, 35.05% (N=204) of salespeople had completed the survey online.

Demographic data were collected to evaluate if any of the demographic qualities had an impact on the level of job satisfaction. To describe the respondents, we first used the cross-tabulation method, which simply compares the frequencies of the different categorical data (George & Mallery, 2019). The respondents all have the same job title, which is 'new vehicle salesperson.' 76% (N=156) of the respondents indicated that they were males, 23% (N=47) were females whilst 1% (N=3) preferred not to tell their sex. Respondents that indicated that their highest education was a Matric certificate were the majority at 50.9% (N=104), followed by Diploma at 26.9% (N=28), Certificate at 24% (N=25), whilst no respondent indicated that they had a Master or Doctoral degree. With regards to the age group of the respondents, the majority (35.3% (N=72)) is in the 36-45 age group, followed by the 26-35 age group, the 46-55, the 56-65, and the 18-25 age groups in descending order, whilst one respondent was above 65 years old. 28.4% (N=58) of the respondents had a tenure of between 24 months (about 2 years) followed by those that were between 12 and 24 months.

Table 1: Sociodemographic characteristics of participants

	Frequency*	Percent
Sex		
Male	154	75%
Female	47	23%
Prefer not to say	3	1%
Age group		
18-25	11	5.4%
26-35	58	28.4%
36-45	71	34.8%
46-55	42	20.6%
56-65	21	10.3%
>65	1	0.5%
Qualification		
Certificate	24	11.8%
Degree	9	4.4%
Diploma	28	13.7%
Higher Certificate	15	7.4%
Higher Diploma	13	6.4%
Matric	103	50.5%
Nissan specific training	11	5.4%
Postgraduate Diploma/Degree	1	0.5%
Tenure		
Less than 12 months	38	18.6%
Between 12 and 24 months	46	22.5%
Between 24 months and 5 years	57	27.9%
Between 5 years and 10 years	46	22.5%
More than 10 years	17	8.3%

Note: *N=204 for each dimension, no missing data

3.4 Research strengthens—reliability and validity measures applied.

To be authentic, believable, and be of high quality, empirical research must follow various reliability and validity measures (Mertens, 2017), and this is especially important when performing statistical analyses using correlations and regressions (Dawson, 2019). Hancock et al. (2018) argued that "reliability and validity measurements were the hallmarks of good science".

Reliability

An instrument is reliable if it measures consistently, for example between ratter to ratter or item to item. Hancock and his colleagues named four strategies that can be used to measure reliability, which were internal consistency, rater-to-rater, test-retest, and parallel forms (Hancock et al., 2018). To test reliability in this study, we used internal consistency as it was most effective for our 5-point Likert scale type questions. We utilised Cronbach Alpha (α) for this activity and obtained the following reliability values for each of the constructs. Consistent with Hancock et al. (2018), who argued that many authors considered internal consistency, using Cronbach $\alpha >= .70$ to be acceptable. Any α value above .7 is therefore acceptable, good when α is above .8, and excellent when α is above .9 (George & Mallery, 2019). this study also considers these ratings as a guideline for the interpretation of our internal consistency.

Indicated in Table 1 are all the results of the internal reliability tests that we ran on our instrument for each set of questions belonging to a construct. The internal reliability of all the variables was above the accepted Cronbach Alpha of 0.70 (Hancock et al., 2018). The lowest internal consistency was from the 'Presence of core values' construct which consisted of three questions and had a Cronbach Alpha of 0.717, whilst all other values were above this value. The internal reliability of our instrument has therefore proven to be acceptable.

Table 2: Internal reliability of the data collection instrument

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Satisfaction	.840	.841	3
Recognition	.791	.748	4
Job Itself	.762	.779	3
Opportunities for advancement	.874	.873	4
Training & Development	.818	.815	5
Responsibility	.820	.818	5
Good feeling about my dealership	.876	.886	4
Effective senior management	.979	.979	18
Good relationships with co-workers	.919	.918	8
Satisfaction with Salary	.853	.854	5
Satisfaction with Benefits	.865	.866	5
Presence of Core Values	.717	.722	3

Validity

Validity is described as the ability of a research instrument to measure what it set out to measure (Kothari, 2004). Importantly, researchers ought to supply evidence of content validity in social and behavioural sciences (Hancock et al., 2018). Kothari further named three types of validity that a researcher can use to confirm validity of their instrument. These were content validity, criterion-related validity, and construct validity, which we will briefly describe and discuss how these were applied in this study.

Content validity - When a research instrument covers comprehensively the topic under study, it is said to have content validity. Hancock et al. (2018) urged researchers to always supply evidence of content validity of their studies. To achieve content validity in this study, we shared the questionnaire with nine salespeople, who completed the questionnaire and supplied their feedback on their understanding of the content and context of the questions. Their feedback was then used to improve the structure of the questions, improving content validity. *Criterion-related* validity is used to evaluate the extent to which the test can be useful in predicting a present or future performance (Kothari, 2004). Significantly, this study aims to figure out those variables that may lead to employee turnover and those that may lead to retention, thus our tests ought to have criterion-related validity. For this study, we used an instrument adapted from Smerek and Peterson (2007)'s similar study utilising Herzberg's two-factor theory to predict job satisfaction, which leads to retention or turnover. One way of assuring validity is by using instruments

that have already been successfully use in previous similar studies (Creswell, 2002), which is the benefit we are deriving from utilising a questionnaire adapted from the study by Smerek and Peterson.

3.5 Research weaknesses—technical and administrative limitations

Like any other research, this study is not without technical and administrative limitations, which we will not indicate in this section.

Technical limitations

Research design and instruments- this study utilised a self-reporting style questionnaire which was distributed online, it might be subject to method bias, and several researchers have argued that respondents sometimes do not answer survey questionnaires truthfully (Algozzine & Hancock, 2016).

Another limitation was that our instrument had no question that assessed respondent's actual intention to stay or leave their dealership. The impact of the predictor variables on turnover was inferred based on the extensive literature review that attested that job satisfaction has a direct causal link to employee turnover. Although the literature reviewed has strongly suggested that job satisfaction is negatively correlated with turnover intention (O'Connor, 2018), future studies must then evaluate this relationship in the context of the motor industry in South Africa.

Delimitations – several authors have argued that there are many causes of job satisfaction and/or dissatisfaction, which can lead to retention or turnover. To evaluate job satisfaction in this study, we opted to use the factors found in (Herzberg, 2003), which of course does not cover all potential causes of job satisfaction/dissatisfaction. For example, the impact of a person's changes in personal circumstances, personal characteristics may lead to turnover, even though the employee is satisfied with their job.

Administrative limitations

Timing of the study – This was a cross-sectional study which took place during a time when South Africa and the entire world was engulfed by the Covid-19 pandemic. The several months leading up to the data collection were characterised by lockdowns which severely affected many business operations with many businesses having to reduce

operation and retrench employees whilst some ceased operation. This environment was not conducive for conducting job satisfaction studies as many of the variables that make up a conducive work environment would have been affected in one way or other disproportionately by the difficulties caused by the Covid-19 pandemic.

4 PRESENTATION OF RESEARCH RESULTS

This research set out to examine the causes of turnover of new vehicle Salespeople from Nissan Dealerships in South Africa. We sought to close an identified knowledge gap where no studies were identified that had been conducted to establish the impact of each of the work-related factors on job satisfaction of Salespeople in the motor industry in South Africa. This study utilised the Herzberg (1959) two-factor theory to evaluate how several work-related variables such as work environment, remuneration, training, recognition, or supervision affect an employees' level of job satisfaction, which has been found by several authors as a key contributor to the decision to stay (retention) or leave (turnover) an organisation. As one example, O'Connor (2018)'s study of the impact of job satisfaction on turnover intent found that job satisfaction explained 41.3% of turnover intention. Firstly, we present descriptive statistics for the surveyed population (table 2), secondly the correlation between all the variables used in this study (table 3). Thirdly the results of our statistical hypothesis testing between the different work-related variables and job satisfaction and lastly, we compare our findings with those of previous similar studies.

Table 3: Descriptive statistics

	N	Range	Min.	Max.	Mean	Std. Deviation	Skewness*	Kurtosis**
Work environment	204	42	23	65	55.56	7.438	-.826	1.116
Remuneration	204	40	10	50	36.40	8.419	-.469	.081
Recognition	204	12	8	20	15.66	3.57	-.417	-.669
Job itself	204	10	5	15	13.01	1.907	-1.005	1.203
Advancement	204	16	4	20	12.76	4.080	-.161	-.452
Training & development	204	18	7	25	19.50	4.013	-.583	-.138
Responsibility	204	17	8	25	19.06	4.705	-.391	-.133
Supervisory	204	72	18	90	71.26	17.286	-.971	.303
Interpersonal relationships	204	29	11	40	32.20	5.711	-.624	.463
Valid N (Listwise)	204							

Note. * Std. Error = .170. ** Std. Error = .339

Table 4: Pearson Correlations between variables

	1	2	3	4	5	6	7	8	9	10
1. Job Satisfaction	-									
2. Recognition	.728	-								
3. Job itself	.437	.432	-							
4. Advancement	.510	.489	.278	-						
5.Training & Development	.548	.608	.431	.645	-					
6.Responsibility	.628	.677	.375	.643	.619	-				
7.Work environment	.674	.643	.557	.487	.615	.660	-			
8.Supervisory	.686	.734	.299	.504	.577	.700	.642	-		
9. Interpersonal relationships	.425	.450	.214	.302	.383	.439	.520	.471	-	
10.Remuneration	.655	.600	.299	.560	.527	.640	.640	.602	.448	-

Notes. N=204. Sig. < .001 for all correlations. Correlation is significant at the 0.01 level (1-tailed).

4.1 How the motivator and hygiene factors contribute to job satisfaction

4.1.1 Identify the most critical variables that result in job satisfaction of new vehicle Salespeople in the retail motor industry.

A key objective of this study was to establish which work-related variables are valued most by vehicle Salespeople in the dealerships, the absence of which would lead to low job satisfaction, which is results higher employee turnover. In Table 3 we presented the distribution and correlation of the variables, and based on these, no excessive correlations were present amongst the independent variables and the distribution of the variables was plausible. To establish which of the factors had the significant influence on job satisfaction, we ran multiple regression using the Stepwise method of variable selection, whose results we present in Table 5 below. The following variables were automatically dropped from the final model as their influence was insignificant: advancement, training and development, responsibility, and interpersonal relationships. The following variables were then included in the final model as they had acceptable significance values: recognition, remuneration, work environment, supervisory and job itself.

The final model showed a strong level of prediction of job satisfaction by the independent variables (R=.806, p<.001). About 65% of the variance in job satisfaction can be explained by these variables. All variables except 'job itself' added significantly to the prediction, p<.05.

Based on the β values, we identified recognition to have the greatest influence on job satisfaction (β=.317), followed by remuneration (β=.228), then supervision (β=.144) and lastly work environment (β=.317). Although the model included the 'job itself' variable, its contribution to the model was insignificant (p=.076).

Table 5: Multiple Regression model

Model summary [f]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	.531	.528	1.640
2	.778[b]	.605	.601	1.731
3	.796[c]	.634	.628	1.670
4	.803[d]	.645	.638	1.649
5	.806[e]	.650	.641	1.640

Note. Sig. on ANOVA table <.001,

a. Predictors: (Constant), Recognition
b. Predictors: (Constant), Recognition, Remuneration
c. Predictors: (Constant), Recognition, Remuneration, Work Environment
d. Predictors: (Constant), Recognition, Remuneration, Work Environment
e. Predictors: (Constant), Recognition, Remuneration, Work Environment
f. Dependent Variable: Job Satisfaction

Coefficients

Variable	B	β	95% CI		*t*	*p*
			LL	*UL*		
(Constant)	-2.783		-4.650	-.915	-2.939	.004
Recognition	.274	.317	.158	.390	4.663	<.001
Remuneration	.074	.228	.036	.112	3.871	<.001
Work Environment	.053	.144	.002	.104	2.042	.042
Supervisory	.031	.193	.009	.052	2.806	.006
Job itself	.134	.093	-.014	.283	1.784	.076

Note. (N = 204, p < 0.001). CI = confidence interval for B. LL = Lower Limit; UL = Upper Limit

4.1.2 Comparison of research results to other similar studies

In a similar study, Hur (2018) used Herzberg two-factor theory to determine the effect of motivator and hygiene factors on job satisfaction on Public Managers. Consistent with our study, the results showed that training & development, advancement, and responsibility, had no significant effects on job satisfaction. In this study, remuneration, work environment, recognition and supervision had significant effect on job satisfaction.

4.2 How the working environment impacts job satisfaction of new vehicle salespeople.

The work environment is made up of several work-related conditions that contribute to levels of job satisfaction. Firstly, we present the descriptive statistics associated with the working environment variable (Section 4.2.1.1). Then, we proceed to presenting correlation and regression results examining the relationship between the work environment and job satisfaction (Section 4.2.1.2) as well as provide a response to our research question related to how the work environment contributes to job satisfaction of Salespeople at Nissan dealerships. We conclude by comparing observations of this study with those of similar studies by previous authors (Section 4.2.2).

4.2.1 Presentation of empirical results

4.2.1.1 Descriptive statistics

The work environment variable was obtained by combining two sub-variables, which were 'good feelings about my dealership' and 'clarity of mission.' Each had several questions (Appendix 1.1) that requested the respondents to rate on a 5-point Likert scale their evaluation of several work-related conditions, as they have experienced in their dealerships. The results of the descriptive statistics are presented in Table 2. The work environment variable had a mean of 55.56 with a standard deviation of 7.438, whilst the data range was 42 (min = 23, max = 65), and 56.50 was the median. At -.826, the skewness is within an excellent range of ±1.0 (George & Mallery, 2019) suggesting normally distributed data. The mean value observed in this study suggests that respondents were satisfied with the work environment. A value closer to the minimum would suggest that the respondents were not satisfied with their work environment, whilst mean value closet to the maximum suggests respondents were satisfied with the work environment.

4.2.1.2 Is the working environment at Nissan dealerships conducive to promoting employee job satisfaction?

The null hypothesis we set out to test using these variables was 'the work environment at Nissan car dealerships has no effect on job satisfaction.' To describe the relationship between the work environment and job satisfaction variables, we began by analysing the correlation (presented in Table 3) between these variables. The Pearson Correlation between these variables was found to be moderately-strong and positive (r=.674), it is also statistically significant (p<.001).

The bivariate linear regression between the work environment and job satisfaction showed that a one unit increase in work environment was associated with an average of .248 increase in job satisfaction (p<.0001). On the other hand, the model showed that 45.8% of the variance in job satisfaction was accounted for by work environment (R^2 =.458, p<.001). Contrary to our null hypothesis (which we now reject), the results show that the work environment at Nissan is conducive and promotes job satisfaction and this relationship is statistically significant.

Table 6: Bivariate regression model between work environment and job satisfaction

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 [a]	.454	.451	2.029

Note. Sig. on ANOVA table <.001, a. Predictors: (Constant), Work Environment

Coefficients

Variable	B	β	95% CI		*t*	*p*
			LL	*UL*		
(Constant)	-2.703		-4.820	-5.87	-2.519	.013
Work environment	.248	.0674	.210	.286	12.955	<.001

Note. (N = 204, p < 0.001). CI = confidence interval for B. LL = Lower Limit; UL = Upper Limit

4.2.2 Comparison of research results to other similar studies

Similarly, researchers Goyal and Singhal (2017) conducted a study of the impact of the work environment on employee satisfaction. They used Pearson's correlation and linear regression techniques to analyse the data. The correlation between work environment and employee satisfaction in this study was r=.427 at a significance level of p=.006, leading the authors to conclude that there was a positive correlation between work environment and employee satisfaction. Furthermore, their regression analysis revealed an R=.427 with R^2 indicating that 18.2% of the variability in employee satisfaction was explained by the work environment. The authors, therefore, concluded that a meaningful relationship existed between work environment and employee satisfaction. A similar study of the impact of working conditions on academic staff's job satisfaction utilised the linear regression technique to evaluate the relationship between work environment and job satisfaction. The results of the model showed a positive and moderately-strong correlation of r=.634 at a significance level of p-value =.000 between the dependent variable 'working conditions and the dependent variable 'job satisfaction' (Getachew Alene Chekol, 2019).

4.3 How employee recognition affects satisfaction in the workplace.

This section presents correlation and regression results examining the relationship between recognition, a motivator factor according to Herzberg's two factor theory, and job satisfaction (Section 4.3.1), as well as provide a response to our research question related to how the recognition contributes to job satisfaction of Salespeople at Nissan dealerships. We end of by comparing observations of this study with those of similar studies by previous authors (Section 4.3.2).

4.3.1 Presentation of empirical results

4.3.1.1 Descriptive statistics

To collect data regarding the importance of recognition, we asked Salespeople questions as shown in the data collection instrument. Once the data was transformed from the five-point Likert scale to a continuous scale, the minimum value was eight, whilst the maximum value was 20. At 15.66, the mean was slightly above the median of 14, whilst the standard deviation was 3.17. The data was negatively skewed at -.417. Based on the

distribution of the data for the remuneration variable, we deduce that Salespeople value recognition.

4.3.1.2 Is 'recognition' valued and does it contribute to job satisfaction of Salespeople at Nissan dealerships?

The question we set out to answer here was to determine if recognition contributed to job satisfaction of Salespeople at Nissan Dealerships. Firstly, Pearson correlation coefficient between the recognition and job satisfaction was positive and strong (r=.728, p<.001). This correlation is significant since the acceptable significance level was set to be .01. Secondly, we ran a bivariate regression model between these two variables. The model (Table 5 below) indicated that 53.1% (R^2 = .531) variance in job satisfaction can be accounted for by recognition. Furthermore, the coefficients indicated that for every unit change in recognition, a .630 change in job satisfaction would be predicted, and the result was statistically significant (p<.001).

Considering the null hypothesis, we had for this question, i.e., 'Recognition is not valued by vehicle Salespeople, and it does not contribute to their job satisfaction.,' this null hypothesis can be rejected as the results show statistically significant relationship between the two variables.

Table 7: Bivariate regression model between recognition and job satisfaction

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 [a]	.531	.528	1.881

Note. Sig. on ANOVA table <.001, a. Predictors: (Constant), Recognition

Coefficients

Variable	B	β	95% CI		*t*	*p*
			LL	*UL*		
(Constant)	1.216		-.097	2.529	1.826	.069
Recognition	.630	.728	.548	.712	15.109	<.001

Note. (N = 204, p < 0.001). CI = confidence interval for B. LL = Lower Limit; UL = Upper Limit

4.3.2 Comparison of research results to other similar studies

The observation of this study is consistent with that of Ali and Ahmad (2017), who studied the impact that pay, promotion and variable had on employee satisfaction amongst bank employees. The researchers found that recognition had a strong positive Pearson correlation of r=.655 with satisfaction, at a significance of p=.000. Using linear regression, the model standard coefficient for recognition was the highest amongst the three variables and was β=.391 (p=.000). In another similar study, recognition was also found to have a strong negative relationship between recognition and intention to leave an organisation. The researchers also found these variables to have a correlation of -.957 (p=.000). There is consistency between the findings of this study with the findings of similar studies, which all found recognition a significant factor in employee job satisfaction and retention.

4.4 The impact of training and development on Salespeople job satisfaction at Nissan dealerships.

In this section, we present research results where we are evaluating the relationship between the training and development and job satisfaction. In Section 4.4.1), we begin by presenting the empirical results obtained from our study of Salespeople and provide a response to our research question related to how the training and development impacts job satisfaction of our research population. We end this section by comparing observations of this study with those of similar studies by previous authors (Section 4.4.2).

4.4.1 Presentation of empirical results

4.4.1.1 Discussion of key themes

This study measured training and development by asking five 'professional growth-related opportunities' questions and indicated in the data collection instrument. In Table 2 above, we presented the descriptive statistics for the variables. The training and development variable had a minimum statistic of seven and a maximum of 25 with a mean of 19.5. The standard deviation was 4.013, whilst the data depicted negatively skewed by .583, still within the guideline of between -1 and +1. With majority of the data points occurring above the median point of 16 as evident in the mean of 19.5, the data indicate that most of the Salespeople were satisfied with the level of training and development received.

4.4.1.2 Do Salespeople consider the training & development they receive from Nissan and their dealerships valuable and to what extent does it lead to job satisfaction?

As to the relationship between training and development and Salesperson's job satisfaction, the null hypothesis we set out to test was 'The level of training & development has no effect on job satisfaction of vehicle Salespeople,' whilst H1 was 'The level of training & development influences job satisfaction of vehicle Salespeople.'
To test the relationships, we conducted a Pearson Correlation between the two variables and the results shown in Table 3 indicate that these variables have a moderate, positive correlation (r=.548, p<.001), and the relationship was statistically significant.

We continued our statistical analysis by performing a bivariate regression analysis between training & development and job satisfaction. The results which we present in Table 6 below, show that 30.0% (R=.300, p<.001) of the variance in job satisfaction is explained by training and development. Additionally, the unstandardised coefficients showed that a .374 increase in job satisfaction could be expected if training & development increased by one unit. Contrary to the null hypothesis, there relationship between the variables is statistically significant (p<.001), as such the null hypothesis that training and development does not affect job satisfaction amongst vehicle Salespeople rejected.

Table 8: *Regression model for effect of training and development on job satisfaction*

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548 [a]	.300	.297	2.296

Note. Sig. on ANOVA table <.001, a. Predictors: (Constant), Training and Development

Coefficients

Variable	B	β	95% CI		*t*	*p*
			LL	*UL*		
(Constant)	3.782		2.205	5.359	4.729	<.001
Training & Development	.374	.548	.925	.453	9.314	<.001

Note. (N = 204, p < 0.001). CI = confidence interval for B. LL = Lower Limit; UL = Upper Limit

4.4.2 Comparison of research results to other similar studies

This study obtained results that were consistent with results obtained by other researchers on this research domain. One such study focused on the impact of employee training, empowerment, and teamwork to job satisfaction, utilised both correlation and regression analysis techniques. The research results showed a correlation of r=.499 between employee training and job satisfaction, indicating a moderately positive relationship between the two variables. The unstandardised coefficient returned a B value of .274 showing the expected increase in job satisfaction for a one unit increase in training. Based on these results, the authors accepted their H0, stating that employee training had a positive impact on employee satisfaction (Alvi et al., 2020). These research results were consistent with the results of this study.

4.5 The level of satisfaction with remuneration and benefits, and how this contributes to job satisfaction.

In this section, we present results of statistical analysis for the remuneration variable. We begin by examining the descriptive statistics for the variable (Section 4.5.1). We then move on to provide a response to our research question related, to how the remuneration and benefits contribute to job satisfaction of Salespeople at Nissan dealerships. We end off by comparing observations of this study with those of similar studies by previous authors (Section 4.5.2).

4.5.1 Presentation of empirical results

4.5.1.1 Descriptive statistics

Table 2 presents the descriptive statistics for all the variable used in this study. From this table, we observe that the data for remuneration had a minimum statistic of 10 and a maximum statistic of 50, and a range of 40. The mean for this variable is 36.40, which occurs above the median of 30, hence the data has a Skewness of -.469, which is still within the excellent range (George & Mallery, 2019). The data has a standard deviation of 8.419 and the Kurtosis value is .081. These distribution values indicate that the data is normally distributed. The Skewness of -.469 indicate that the data is slightly skewed to the

right, as also observed with the mean statistic in relation to the median. This distribution indicates that most of the sample ware satisfied with their remuneration.

4.5.1.2 What is the level of satisfaction with remuneration, and how does it impact job satisfaction of Salespeople at Nissan dealerships?

We further analysed the relationship between remuneration and job satisfaction by considering the Pearson correlation between these variables, which we presented in Table 3. The correlation shows a moderately-strong and positive relationship between remuneration and job satisfaction (r=.65, p<.001).

We also analysed the relationship using a bivariate regression model, and we present the results in Table 7 below. From the model summary, we establish that 42.8% of the change in job satisfaction can be attributed to remuneration. From the unstandardised coefficients B, we observed that for every unit increase in remuneration, a .213 unit increase in job satisfaction can be expected. In sum, the null hypothesis that 'Salespeople are satisfied with the remuneration they receive, and remuneration contributes positively to their levels of job satisfaction' is not supported by the results as we observe a significant relationship between remuneration and job satisfaction amongst

Table 9: *Regression model for effect of Remuneration on Job Satisfaction*

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655[a]	.428	.426	2.076

Note. Sig. on ANOVA table <.001, a. Predictors: (Constant), Remuneration

Variable	B	β	95% CI		*t*	*p*
			LL	*UL*		
(Constant)	3.327		2.052	4.602	5.146	<.001
Remuneration	.213	.655	.179	.247	12.304	<.001

Note. (N = 204, p < 0.001). CI = confidence interval for B. LL = Lower Limit; UL = Upper Limit

4.5.2 Comparison of research results to other similar studies

Similarly, Martono et al. (2018) used regression analysis as one of their statistical analysis methods to test their hypothesis that rewards systems had positive influence on satisfaction. The results of their regression analysis showed C.R between remuneration and satisfaction as 7.937 at a p-value of 0.000, which resulted in acceptance of their null hypothesis. In another study that also used bivariate regression analysis, remuneration showed an unstandardised coefficient $\beta=0.544$ with p-value<0.0005. In the multiple regression, salary was one of the variables identified to have high impact on job satisfaction with $\beta=0.222$ with p-value<0.0005 (Akuffo et al., 2021). The findings of both studies are consistent with the findings of this study.

4.6 Are the supervisors and managers at Nissan car dealerships fair, just, competent, and supportive?

In this section, we utilise statistical analysis techniques to examine the relationship the relationship between the supervision and job satisfaction (Section 4.6.1), as well as provide a response to our research question related to how supervision contributes to job satisfaction of Salespeople at Nissan dealerships. We end of by comparing observations of this study with those of similar studies by previous authors (Section 4.6.2).

4.6.1 Presentation of empirical results

4.6.1.1 Descriptive statistics

The questions used to test the supervisor variable were significantly more (in quantity) than those of the other variables in this study, hence the range for the responses for supervision was 72, with a minimum and maximum statistic of 18 and 90, respectively. Table 3 also indicates that the mean of the data was 71.26, whilst the standard deviation was 17.286. The data is slightly negatively Skewed at -.971, and the kurtosis is .303. Although a slight deviation from normality is observed, however this still withing the range, which is described in George & Mallery (2019) as an acceptable. This distribution implies that majority of the respondents had positive impressions of their supervisors.

4.6.1.2 Are the supervisors and managers at Nissan car dealerships fair, just, competent, and supportive?

To test the relationship between supervision and job satisfaction, we ran a bivariate linear regression model to establish the extent to which supervision predicts job satisfaction. We present the results in Table 8 below. The regression model indicated an R-square value of .471, implying that 47.1% of the variable in job satisfaction is accounted for by supervision at a significance level <.001. For every, one unit increase in supervision, job satisfaction is expected to increase by .109, which is statically significant since once again the significance value was recorded at <.001 for this coefficient. The null hypothesis we set out to test with this model was, 'The relationship between vehicle Salespeople and their supervisors has no effect on job satisfaction.' The H1 was, 'The relationship between vehicle Salespeople and their supervisors has a positive effect on job satisfaction.' Due to the observed effect of supervision on job satisfaction, the null hypothesis is rejected.

Table 10: Regression model for effect of supervision on job satisfaction

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686[a]	.471	.468	1.997

Note. Sig. on ANOVA table <.001, a. Predictors: (Constant), Supervision

Coefficients

Variable	B	β	95% CI		*t*	*p*
			LL	*UL*		
(Constant)	3.331		.041	.198	5.603	.000
Supervisory	.109	.0686	.042	.153	13.407	.000

Note. (N = 204, p < 0.001). CI = confidence interval for B. LL = Lower Limit; UL = Upper Limit

4.6.2 Comparison of research results to other similar studies

Akuffo et al. (2021) also conducted a study to determine the impact of various work-related factors to job satisfaction. Like the techniques we used, the researchers also used bivariate and multiple regression analysis to determine the impact of supervision on job satisfaction. The results were $\beta=0.550$ with p-value<0.0005 for the bivariate analysis and $\beta=0.117$ with p-value<0.0005 for the multiple regression analysis. Supervision was found by the researchers to be strongly associated with levels of job satisfaction.

Chekol (2019) also conducted a study that investigated the impact of supervision on job satisfaction. The results showed a strong Pearson Correlation of $r=0.633$ at $p=.001$ level, between supervision and job satisfaction. Consistent with our study, these researchers concluded that the results showed a positive relationship between supervision and job satisfaction.

5 THE CONSULTANCY REPORT

5.1 Introduction

This research set out to investigate the causes of the high turnover of Salespeople at Nissan dealerships in South Africa. Employees are often considered the most important 'assets' in an organisation. This is because they are key role players in ensuring the organisation achieves its objectives (Bravo et al., 2017). This study focused on drivers of job satisfaction because, job satisfaction has been found to result in low levels of employee turnover (Randhawa, 2007). It seems logical that if employers do not pay attention to factors that promote employee job satisfaction, turnover will increase. The turnover of Salespeople at Nissan dealerships over the past few years has been remarkably high. It was recorded as 57% in the year 2019 and 33% in 2020, levels much higher than optimal turnover levels of between 14% and 19% identified by Rijamampianina (2015) and the average South African employee turnover of 12% brought forward by Bussin (2018).

In Section 2.1, we discussed the consequences of high employee turnover in detail. When employees resign from the organisation, they leave with business-critical tacit knowledge. In the motor industry including at Nissan dealerships, Salespeople often resign from one dealership to join another. The impact is more negative when they leave the Nissan network to join a competitor brand, as that often means they leave with tacit knowledge that might end up benefiting competitor organisations. Furthermore, the cost of recruiting, inducting, and training replacement employees reduces the profitability of dealerships. Reduced productivity is often experienced until the new employee's productivity levels reach the optimal levels. In some cases, some customers may also be lost due to their loyalty to the terminated Salesperson (Bussin, 2018).

Considering the detrimental effects that excessive employee turnover has on organisational performance, Nissan dealerships must take active steps to increase job satisfaction, reducing turnover of Salespeople. During the literature review phase, we identified several studies that were conducted to determine the impact of various work-related factors on job satisfaction and subsequently retention or turnover. However, no studies focused on how these factors applied to car Salespeople in the motor industry in South Africa, which is the gap we aim to close with this study. This research conducted an empirical study to determine which factors of the Nissan dealership work environment

contributed positively to job satisfaction. The significance of this study is that if Nissan understands the work-related factors that result in improved job satisfaction, it would be able to assembly competitive Employee Value Propositions for Salespeople, increasing the probability of higher job satisfaction, thus reducing voluntary turnover. This study was a cross-sectional study and we collected data using an instrument adapted from Smerek and Peterson (2007), which offered us the advantage of using an instrument whose reliability and validity has been confirmed. The instrument consisted of a total of 73 questions grouped into three categories namely, job satisfaction, motivator factors and hygiene factors, which matches Herzberg's two-factor theory of job satisfaction, which is the interpretive framework for this study. To determine the crucial factors of job satisfaction of Salespeople, we utilised five research questions accompanied by a hypothesis, and we presented the research results in chapter four. In the next sections (5.2.1 – 5.2.5) we discuss the findings related to each of the six questions and hypothesis. In Section 5.3, we conclude this chapter by proposing recommendations for Nissan.

5.2 Evaluating job satisfaction of Salespeople at Nissan

5.2.1 The work environment at Nissan dealerships

In general, the work environment consists of tangible and non-tangible aspects. The tangible aspects include aesthetics of the work area, noise levels, lighting, factors related to health and safety of the work area, to mention but a few. In our study, Salespeople at Nissan expressed good feelings about their dealership, indicating a positive attitude towards the work environment. Since 2018, Nissan has been implementing facility upgrades in the dealer network. These updates included facility renovations, showroom redesign, new service process and implementation of a digital environment (Okuda & Maxfield, 2018). The significance of these facility upgrades is that they improve the look and feel of Nissan showrooms, which is where Salespeople spend most of their time whilst at work. Thus, it makes up their physical work environment, which have significant effect on overall employee satisfaction (Wang & Brower, 2019). Beyond the physical, there is also the psychosocial work environment, which is essential for mental health of workers (Stansfeld & Candy, 2006).

For this study, the work environment questionnaire was made up of questions grouped under 'good feelings about my dealership' and 'clarity of mission,' details of which can be found in the survey instrument. This study found that Salespeople consider

the work environment at Nissan dealerships conducive and promotes their job satisfaction, as predicted by the null hypothesis. Although the correlation was moderate – strong, only a small amount of increase in job satisfaction was associated with work environment. In agreement with Herzberg (1959)'s two-factor theory, work environment is a hygiene factor. In sum, the dealership environment forms an important part of the satisfaction of Salespeople. To create an effective EVP that promotes job satisfaction, thus reduce turnover, Nissan ought to continue with improving the work environment at Nissan dealerships, as they had already started with the retail facility improvement programme started in 2018.

5.2.2 Recognition as a driver for job satisfaction

In the workplace, recognition of employees is commonly performed by Supervisors and Senior Management, which ties in with the discussion above that Supervisors a critical in driving employee satisfaction. From the results of this survey, we observed that Nissan Salespeople value appreciation and recognition especially when they have done something extraordinary. This makes monitoring recognition at 118 nationwide dealerships a challenge for Nissan if there are no formal employee recognition programmes. The was no information related to how Nissan dealerships implement motivation for their Salespeople. Each dealership had its employee recognition initiatives, which were usually linked to achievement of performance targets (A. Mbatha, personal communication, 23 September 2020).

Although this study did not delve into the different components making up of recognition that Salespeople value, we observe that recognition is critical factor in job satisfaction in the Nissan dealer network. Interestingly, the results show a strong and positive correlation between recognition and job satisfaction, aligning perfectly with the interpretive framework of this study which also identified recognition as a motivator variable (Herzberg et al., 1959). From the study, it seems reasonable that new vehicle salespeople at Nissan dealerships value being recognized for the work that they do. To improve job satisfaction of vehicle Salespeople, Nissan ought to include recognition of these employees in any Employee Value Proposition strategies.

5.2.3 Using training and development to improve job satisfaction of Salespeople.

Each year, Nissan allocates a substantial number of resources such as IT, financial and human capital to the training and development of staff in the dealer network. The company offers comprehensive training curriculums covering both training and developmental needs for Salespeople. This is evident in the research finding of this paper, which revealed that most Salespeople at Nissan dealerships were satisfied with the level of training and development provided to them. This provides a critical answer to our question of whether Salespeople value the training they receive. Training and development are important in attracting and retaining career minded employees (Taylor, 2002). It benefits both the organisation and the employee. It provides the trainee with the knowledge and skills they need to perform their jobs efficiently, which results in improved productivity and performance. Beyond training lies development, which is training for the long-term and gives employee knowledge and skills for future career opportunities.

Whilst training is valued by Salespeople, it might not necessarily result in improved job satisfaction. Hence its impact on job satisfaction was also the hypothesis we set out to test with this study. Contrary to the widespread belief amongst Nissan management that training will result in improved Salesperson retention, the results of this study paint a slightly different picture. We found that training and development only accounted for 29.7% of the variance in job satisfaction of Salespeople. When taken together with all the other work-related factors we studied, training and development did not have a statistically significant impact on job satisfaction. Although Salespeople at Nissan are satisfied with the level of training they receive, its impact on their job satisfaction is not significant. This finding is consistent with some past studies we discussed in the literature review section. Netswera et al. (2005) argued that when individuals felt that when training and development no longer provided them with additional chances of career growth within the organisation, they were likely to exit. Similarly, it was common for employees to search for more lucrative career opportunities once they felt that they received adequate training and development Bussin (2018). This partially explains why, despite the increase in training activities offered by Nissan to Salespeople, their turnover was still higher than anticipated.

In our research instrument, training and development was part of '*Professional growth opportunities*,' a motivator factor of Herzberg's two factor theory (Herzberg et al., 1959), which means it is one of the factors that motivate employees. Our results do not

conclusively concur with training and development being a motivator factor. As such, we present a slightly different argument, which is that training and development is more suited to being a hygiene factor. Herzberg described hygiene factors as those that could prevent employee dissatisfaction but not do not serve as a source of job satisfaction (Herzberg, 2003), which is what we deduce from the results of this study. We present this argument because our research showed that indeed Salespeople valued training and development but its contribution to their job satisfaction was statistically insignificant when taken together will the other motivator and hygiene factors.

5.2.4 Remuneration and its impact on Salespeople

Nissan dealerships around the country structure remuneration for Salespeople differently, which vary depending on factors such as the size of the dealership, the geographic location or dealer group. A new vehicle Salesperson's remuneration often consists of a basic salary, a variable commission, medical aid, provident fund and use of company a demo vehicle.

When the Herzberg two-factor theory was introduced, remuneration was one aspect of Herzberg (1959)'s report that generated lots of debate amongst scholars. Herzberg and his colleagues argued that one primary reason people worked was to earn a salary, therefore if employees were unsatisfied with their salary, that would lead to job dissatisfaction, but if they were content with their salary, that would not lead to job satisfaction (Brevis & Vrba, 2014). Our study of the impact of remuneration on job satisfaction of Salespeople at Nissan dealerships revealed that they were satisfied with their remuneration packages. This study found remuneration to have a strong and positive association with job satisfaction of Salespeople. On the other hand, it is important to note that the average increase in job satisfaction associated with remuneration was small. It seems plausible that remuneration itself is an important contributor to job satisfaction, but as with Herzberg's two-factor theory, it is a hygiene factor rather than a motivator factor.

Remuneration without a doubt must be part of any successful EVP implemented by Nissan. Although the details of how this can be implemented must be studied because Nissan and the Nissan dealers are in a 'franchise' business arrangement. This means that Salespeople are not directly employed by Nissan but by individual dealerships. Therefore, Nissan can only recommend remuneration structures to its dealer partners. However,

since this study has confirmed the importance of remuneration in job satisfaction, it is logical that Nissan must engage its partners to standardise Salesperson pay structures.

5.2.5 Sales managers and their contribution to job satisfaction at Nissan dealerships

Supervisors and managers have a mammoth task of creating a work atmosphere that promotes employee satisfaction in any workplace. The number of functions that they must coordinate to achieve are countless, ranging from selecting the right candidate for the job, setting, and managing targets, providing coaching and mentoring, to rewarding and promoting employees. This view is consistent with Alkhateri et al. (2018), who in their study found that Perceived Supervisor Support had a strong correlation with job satisfaction. By creating an environment in which subordinates perceive them as supportive, job satisfaction amongst employees improves.

In the Nissan dealership sales department, this particularly important supervisor task is performed by the Sales Managers, and most importantly Dealer Principals. A delimitation regarding supervisors is that this study did not include supervisors as part of the research respondents, thus do not have some basic demographic data of supervisors, such us their level of management experience, training, and education, which of course would contribute to their ability to create challenging and rewarding jobs that conducive to employee satisfaction. This study asked Salespeople eighteen questions related to their perceived effectiveness of their supervisors. The data indicate that a substantial portion of Salespeople perceive their supervisors to be supportive, leading us to accept the alternate hypothesis that they are fair, just, competent, and support their subordinates. Importantly, the skewness of the responses was higher than the responses of the other variables, indicating satisfaction with supervisors. The result so this study showed a strong correlation between the supervision experienced by Salespeople and their level of job satisfaction. This finding is a positive finding for Nissan because as we have already discussed in the previous paragraph, supervisors are the critical catalyst for overall employee satisfaction, which affect turnover rates. Any Employee Value Proposition that the company puts in place will have to include programmes to ensure the supervisors at Nissan dealerships understand their role and take active steps to execute their tasks in a manner that promotes employee job satisfaction, which will positively impact levels of turnover.

Our interpretive framework identified Supervision as a hygiene factor, that is, the absence of good management causes dissatisfaction. The result we obtained in the multiple regression model showed that one unit increase in supervision would result in a 0.03-unit increase in job satisfaction (0.109-unit increase observed for the bivariate regression) – a small effect in our analysis and opinion. The importance of this relationship however as indicated by the correlations as well as the tiny effect as observed in the regression coefficients leads us to concur with Herzberg's notion that supervision is a hygiene factor. The importance of this relationship however as indicated by the correlations as well as the tiny effect as observed in the regression coefficients leads us to concur with Herzberg's notion that the theory of supervision being a hygiene factor in employee satisfaction with their job.

5.3 Recommendations

This study was aimed at understanding the causes of high turnover of vehicles Salespeople at Nissan dealerships. We did this by investigating the drivers of job satisfaction, identifying those factors that were strongly and positively associated with job satisfaction. The impact and effect of each of the work-related variables (motivator and hygiene variables) on job satisfaction as it applies to Nissan Salespeople are now understood better. Based on the observed results, this study makes the following suggestions. Firstly, one of the objectives of this study was to establish which work-related factors could be included in a competitive Employee Value Proposition (EVP) for Nissan to offer Salespeople. This study recommends that an EVP programme that is focused on launching a universal employee recognition programme. A standardised recognition programme will ensure Nissan dealers implement recognition in a uniform manner regardless of their ownership, dealership size or geographic location.

Other important aspects of the EVP must be an attractive and effective remuneration structure for Salespeople. Nissan had already started with projects to improve the look and feel of its showrooms. Although this was being done to create an attractive environment for the customer, it also contributes to the acceptability of the work environment, which is valued by Salespeople. The research results showed that supervisors have a significant impact on the job satisfaction of Salespeople. They would be critical players in implementing and maintaining successful EVP programmes in the workplace, hence our recommendation is that Nissan should consider implementing a supervisor development programme. The programme would ensure that Nissan

managers, Sales Managers understand their role as job satisfaction leaders within the dealerships.

6 SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

6.1 Summary

The motor industry and particularly Nissan dealerships are faced with the challenge of managing and retaining their Salespeople. Consequently, it has resulted in high employee turnover. In an organisational context, employee turnover is the rate at which employees terminate their relationship with their organisation, raising the need for the employer to replace the terminated employees (Wärnich et al., 2018). Excessive turnover is one that exceeds optimal levels which range between 14% and 19% amongst South African organisations (Rijamampianina, 2015). Excessive turnover is detrimental to organisations as it results in loss of tacit knowledge, increase in costs as organisations must recruit and train new employees, loss of productivity (even revenues) whilst recruiting and up-skilling replacement employees, and may even result in loss of customers because of reduced service quality levels (Bussin, 2018). The context of this study was to investigate turnover amongst new vehicle Salespeople at Nissan dealerships. Nissan reported that in the year 2019, the turnover amongst Salespeople was 57%, which necessitated an empirical study to determine the root causes as well as recommendations on what EVP programmes could be employed to reduce turnover in the company's dealer network.

The literature we reviewed revealed that employee turnover is negatively correlated with employee job satisfaction, so higher levels of job satisfaction led to lower levels of employee turnover. The purpose of this research was to determine which aspects of the work environment at Nissan dealerships had a positive effect on the job satisfaction of new vehicle Salespeople. This research is of vital importance to both Nissan South Africa and its retail outlets (Nissan dealerships) around South Africa, due to the negative impacts of turnover on an organisation. Once the company identifies the aspects of the work environment that contributes to the retention of their Salespeople, it can then put together an attractive Employee Value Proposition that will be valued by employees, thus reduce their propensity to resign.

There are several factors that make up the workplace experience, these include remuneration, recognition and reward, work conditions, training and development,

quality of management, relationships with colleagues, the nature of the job itself, and opportunities for advancement. This paper used these factors as the quantitative variables critical for the study. There are several theories of motivation that have been brought to the fore by past studies, some of the most common ones including Maslow's Hierarchy of Needs and the ERG theory of motivation. Amongst these theories, we selected Herzberg's two-factor theory as the most suitable interpretive framework. Herzberg's two-factor theory identified two groups of work-related factors related to employee satisfaction, these were motivator and hygiene factors. Herzberg argued that hygiene factors do not necessarily lead to job satisfaction, but without them, employees would be dissatisfied. On other hand, motivator factors were the ones that led to job satisfaction. Since Herzberg's study was published, there have been numerous studies that were conducted to prove the two-factor theory.

To collect data from the target population, we utilised closed-ended questions that required respondents to indicate their answers on Likert scales. Using a random sampling method, we distributed the questionnaire online via Microsoft Forms. Advantages gained from these distribution techniques included no missing data as the system enforced responses for each question. This also helps eliminate the need for data capturing. Before importing the data into SPSS for statistical analysis, we performed a few data coding processes including converting ordinal data into continuous data. We then performed statistical data analysis which involved the use of Pearson Correlation and Bivariate and Multivariate Regression analysis.

Our analysis of the data focused on answering the five key research questions and accompanying hypothesis, as well as identifying which the most impactful work-related factors might be included in an EVP offering that would be effective in increasing job satisfaction, thus reduce turnover. The results of the Pearson Correlation showed a strong positive correlation between recognition and job satisfaction. The bivariate regression indicated that about a 0.630 increase in job satisfaction can be expected for every unit increase in recognition, whilst in the multivariate regression, recognition contributed the most to the model. Based on the results, we rejected the null hypothesis that recognition was not a significant driver for job satisfaction. The correlation between remuneration and job satisfaction was moderately strong and statistically significant. The bivariate regression showed that the remuneration influenced job satisfaction (B=.630). This result was not consistent with Herzberg's two-factor theory which classified salary as a hygiene factor, not a motivator factor. We rejected the null hypotheses that remuneration has no

effect on job satisfaction. The third most significant variable on the multiple regression model was supervision whilst the fourth was the work environment. Both variables also showed a moderate correlation with job satisfaction. Whilst the job itself was included in the stepwise regression model; its contribution was higher than the acceptable significance rate of p-value=.05. Even though the remaining variables showed a moderate and positive correlation with job satisfaction, these were not significant contributors to the job satisfaction model, hence the stepwise regression model excluded them from the final output.

The results of this study contribute to the understanding of the turnover problem experienced by Nissan. In the past few fiscal years, the company has invested increased its training programmes, offering more training and development to Salespeople on the

Our analysis of the data focused on answering the five key research questions and accompanying hypothesis, as well as identifying which the most impactful work-related factors might be included in an EVP offering that would be effective in increasing job satisfaction, thus reduce turnover. The results of the Pearson Correlation showed a strong positive correlation between recognition and job satisfaction. The bivariate regression indicated that a 0.630 increase in job satisfaction can be expected for every unit increase in recognition, and in the multivariate regression, recognition contributed the most to the model. Based on the results, we rejected the null hypothesis that recognition was not a significant driver for job satisfaction. The correlation between remuneration and job satisfaction was moderately strong and statistically significant. The bivariate regression showed that the remuneration influenced job satisfaction (B=.630). This result was not consistent with Herzberg's two-factor theory which classified salary as a hygiene factor, not a motivator factor. We rejected the null hypotheses that remuneration has no effect on job satisfaction. The third most significant variable on the multiple regression model was supervision whilst the fourth was the work environment. Both variables also showed a moderate correlation with job satisfaction. Whilst the job itself was included in the stepwise regression model; its contribution was higher than the acceptable significance rate of p-value=.05. The other variables responsibility, training & development, interpersonal relationships, showed a moderate and positive correlation with job satisfaction. However, the stepwise regression model results provided a distinct perspective. These variables were not significant contributors to the job satisfaction model, SPSS automatically excluded them from the final output.

The drivers of job satisfaction of employees are well known but there is still a knowledge gap regarding how these apply to motor vehicle Salespeople, especially at Nissan dealerships. By knowing the drivers of job satisfaction at Nissan dealerships, the company could then assemble an effective employee retention programme based on the drivers of job satisfaction.

6.2 Conclusions

The impact of not having an effective employee retention programme is dire for organisations. It results in loss of competitiveness in a macro-environment where organisations require knowledgeable and skilled human resources to remain sustainable and able to deliver on their promises (Sunder et al., 2017). Job satisfaction is a key contributor to employee retention, so to address the identified turnover concerns at Nissan, this paper involved conducting an empirical study, focused on investigating the drivers of job satisfaction amongst motor vehicle Salespeople.

The aim of this study was to identify those workplace factors that contribute significantly to job satisfaction, in the context of the automotive industry in South Africa. This would enable us to answer critical questions Nissan had with regards to why turnover was higher than optimal levels, despite aggressive investments in the training of dealer employees. If left unattended, Nissan would not fully understand the drivers on job satisfaction in its dealer network, thus would continue to invest in areas that do not effectively improve job satisfaction, negatively affecting the competitiveness of the organisation.

To collect responses from the target population, we utilised an instrument designed to collect responses linked to our interpretive framework, the Herzberg two-factor theory. The instrument tested both the motivator factors and the hygiene factors. Although we still tested the validity of the instrument, overall validity and reliability was already confirmed by previous researchers and was found to be valid and reliable. (Smerek & Peterson, 2007). As a result of using an online distributed self-administered questionnaire, we were able to conduct the survey quickly whilst the set-up of the questionnaire ensured there were no missing data. This distribution method however results in rater bias which cannot be fully eliminated (Algozzine & Hancock, 2016). Using this data collection method, we were able to reach respondents throughout South Africa with ease. Consistent with Herzberg two-factor theory, the data collected

belonged to either the motivator factors (recognition, job itself, responsibility, achievement, and advancement) or hygiene factors (remuneration, supervision, interpersonal relationships, working conditions and organisational policy).

We performed statistical analysis using IBM SPSS and the output of the analysis enabled us to answer the research questions and hypothesis. In the first question, we wanted to determine if the work environment at Nissan dealerships conducive to promoting employee job satisfaction, and the null hypothesis was work environment had no effect on job satisfaction. The results showed that Nissan ought to ensure that the work environment at the dealerships was maintained at lofty standards as it contributes significantly to job satisfaction.

The second question we set out to answer was whether Salespeople valued recognition and if it contributed to their job satisfaction. Contrary to the hypothesis that recognition was not valued and did not significantly contribute to job satisfaction, the results we obtained agreed with Herzberg's two-factor theory, indicating that recognition was a motivator factor. It turned out to be highly valued by Salespeople and was the highest contributor to job satisfaction at the dealerships.

The third question asked if Salespeople considered training and development received as valuable as well as determine its effect on job satisfaction. Determining the impact of training on job satisfaction was important for Nissan as it had previously engaged in increased training initiatives to reduce Salespeople turnover. The results showed that training and development influenced job satisfaction. However, the contribution of the variable to the overall job satisfaction taking into consideration all other variables was insignificant. This result was not consistent with Herzberg's two-factor theory as it depicted hygiene characteristics. We suggest more studies must be conducted with respect to the impact of training and development on Salespeople job satisfaction.

Investigating the level of satisfaction with remuneration and its effect on job satisfaction was our fourth question. The results revealed that Salespeople value remuneration and it was the second strongest contributor to job satisfaction. This finding was another deviation from the two-factor theory which presented remuneration as a hygiene factor. Based on the results of this study, we found remuneration to have a strong effect on job satisfaction, suggesting that it is more of a motivator variable than a hygiene variable.

Lastly, a review of the findings on the effect of supervisors on job satisfaction revealed that supervision is an important contributor to the job satisfaction of Salespeople at Nissan dealerships. Based on the empirical results, we rejected the null hypothesis. In sum, Nissan ought to assembly an effective supervisor enrichment programme to improve their skills in handling employees in a manner that promotes job satisfaction in the dealerships. It seems plausible that they are potentially the single key driver to job satisfaction as they have a significant role to play in ensuring all the other variables are positioned in such a way that they effectively contribute to job satisfaction.

6.3 Limitations

With this study, we aimed to contribute to knowledge regarding real drivers of job satisfaction of employees in the motor industry in South Africa, with special emphasis on Salespeople in the motor industry, using Nissan dealerships as a proxy. We acknowledge that because of only conceptualising this research around one sector, the motor industry, the applicability of the findings of this study to the other industries will be limited. As such, we recommend that future studies must include all the other major sectors to obtain findings that will be more representative of Salespeople behaviour.

This study did not take into consideration how the individual fits into the work environment, that is individual – job compatibility, individual – group compatibility and individual – supervisor compatibility, which also influence an individual's job satisfaction. (Wang & Brower, 2019). Future studies must also include personal characteristics as these also contribute to how an individual experiences job satisfaction regardless of the work environment in which they find themselves.

The conceptual framework for this relied on the findings of other studies regarding the impact of job satisfaction on employee turnover, hence, did not include questions to determine if the identified link between job satisfaction and turnover was equally significant in the motor industry. We recommend that future studies extend the study by evaluating the impact of job satisfaction on employee turnover of Salespeople in other economic sectors in South Africa.

6.4 Recommendations

For the recommendations for this study, we will consider how it impacts policy making (Section 6.4.1), as well as summarise our recommendations for future research (Section 6.4.2).

6.4.1 Policy implications

Many factors contribute to employee satisfaction in the workplace. Using Herzberg (1959)'s two-factor theory, we studied just ten of those factors to evaluate their impact in job satisfaction of motor vehicle Salespeople. Although it was evident that many variables contribute to job satisfaction, the key finding of this study is that these contribute differently to the overall job satisfaction model. When employers are studying implementing Employee Value Propositions in their organisations, it will be worthwhile to focus their efforts on those factors that contribute strongly to job satisfaction before considering those with moderate or weak impact. To reduce turnover amongst Salespeople, managers ought to improve their job satisfaction. To improve job satisfaction amongst Salespeople, we recommend that employers focus on (i) developing and implementing effective employee recognition programmes, (ii) ensure competitive remuneration, (iii) create an attractive work environment, and (iv) develop supervisor effectiveness. We suggest these four items must be at the top of the list for implementation. In agreement with Herzberg (1959), employers ought to be aware that although some aspects of the work are extremely important, and without them employees would be dissatisfied, for example, this study showed that although training and development was valued by the research participants, it was insignificant in the overall job satisfaction model when taken together with the other variables.

6.4.2 Future research

In section 6.3, we presented some limitations that we identified during this research. For future research, we recommend that the study must be extended to motor sales Salespeople from all the other automotive brands operating in South Africa. This will ensure that further insights are gained into the motivators of motor vehicles Salespeople. We also recommend that future studies take into consideration individual characteristics of the participants that might impact their job satisfaction. This is important because job satisfaction can also be affected by factors outside of the work environment, including individual - job fit, individual - organisation fit (Wang & Brower, 2019), to mention just a few. Furthermore, we recommend that further studies can use more data analysis techniques such as Structural Equation Modelling to further gain insights into the relationships between job satisfaction and employee retention and/or turnover.

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APPENDICES

Appendix 1.1: Data collection instrument(s)

This questionnaire adapted from Smerek and Peterson (2007). The questions have been modified to suit the context of this paper.

1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree

Criteria	Sub-criteria	Question	1	2	3	4	5
Job satisfaction		Imagine your ideal job. How well does your current position as a new vehicle salesperson at this dealership compare to that ideal job?					
		Overall, how satisfied are you with your job as a new vehicle salesperson and this dealership?					
		Consider all the expectations you had when you started your current job. To what extent does your current job fall short or exceed those expectations?					
Motivators	Recognition	My customers recognize my good work					
		My contributions are valued by management					
		I get appropriate recognition when I have done something extraordinary					
		Expressions of thanks and appreciation are common in this dealership					
	The job itself	I enjoy the type of work I do					
		Being a new car salesperson is interesting					
		My job gives me a sense of accomplishment I make a difference in my dealership					
	Opportunities for advancement	Opportunities for advancement or promotion exist within this dealership or dealer group					
		I know what is required of me to advance within the dealership and/or dealer group					
		Internal candidates receive fair consideration for open positions					
		Information about job vacancies within dealership and/or dealership group is readily available					
	Professional growth opportunities	This dealership offers training or education opportunities that I need to grow as a salesperson.					
		The Nissan Academy offers training or education opportunities that I need to grow as a salesperson.					

		This dealership has sent me or plans to send me to all the training I need to become effective in my job						
		There is someone in this dealership who encourages my development						
		Someone has talked to me about my progress in the past year						
	Responsibility	I have control over how I do my work						
		My opinion counts in this dealership						
		I have a say in decisions that affect my work						
		The physical environment allows me to do my job						
		I have the necessary resources, tools, or equipment to do my job						
	Good feelings about my dealership	I feel a strong sense of belonging to this place and I enjoy discussing the dealership with people who do not work here						
		I have a strong commitment to this dealership						
		I am proud to work for this dealership						
		I care about the future of this dealership						
	Clarity of Mission	I understand how my work supports the mission of business operations						
		I understand how my work supports my dealer group's mission and vision and objectives						
		I understand how my work supports the mission of my unit/department						
		I know what is expected of me at work						
		Work is organized so that each person can see the relationship between their job and the goals of this dealership.						
		The goals of my department (the sales department) are clear to me						
Hygiene Factors	Effective Senior Management	Senior management keeps employees informed						
		Senior management effectively communicates the goals and strategies of our unit/department						
		Senior management demonstrates leadership practices that are consistent with the stated values of our unit/department Effective Supervisor						
		My supervisor communicates well						
		My supervisor manages people effectively						

		My supervisor is an effective decision-maker					
		Overall, how would you rate your supervisor?					
		My supervisor creates an environment that fosters trust					
		My supervisor is approachable and easy to talk with					
		My supervisor cares about me as a person					
		My supervisor is ethical in day-to-day practices					
		My supervisor gives me constructive feedback on my performance					
		My supervisor deals effectively with poor performance					
		My supervisor treats me with respect					
		My supervisor recognizes me for doing good work					
		My supervisor considers my ideas					
		My supervisor trusts me					
		My supervisor has a clear view of where our department is going and how to get there					
	Good relationships with co-workers	I trust my co-workers					
		I am consistently treated with respect by my co-workers					
		I can count on my co-workers to help out when needed					
		My co-workers and I work as part of a team					
		People care about each other in this dealership and department					
		Someone in my department cares about me as a person					
		When I joined the sales department in this dealership, I was made to feel welcome					
		My workgroup collaborates effectively with other workgroups or departments					
	Satisfaction with salary	My salary and commission/variable compensation are competitive when compared to similar jobs at other car dealerships					
		I am fairly paid for the work I do					
		Salary increases are appropriate					
		I understand how my commission is determined					
		My salary and commission are a significant factor in my decision to stay at this dealership					

	Satisfaction with Benefits	This dealership's benefits package meets my needs						
		My costs associated with the benefits plan (e.g., medical aid company/individual contribution) are reasonable						
		This dealership allows me the opportunity to use and experience the products I sell (i.e., use of vehicle/demo vehicles)						
		The benefits package is a significant factor in my decision to stay at this dealership						
		The dealership benefits package has been adequately explained to me						
	Presence of Core Values	Ignoring business and operations core values at work will get one in trouble						
		There is a clear and consistent set of values that governs the way we do business.						
		All departments in this dealership share common values						

Demographic questions

Work history	How many years have you been employed in your current dealership?							
	Is this your first job as a motor vehicle salesperson?							
	If NO, was your previous job also 'motor vehicle salesperson'?							
	How many years did you serve at your previous employer?							
Personal information	What is your sex?	M		F		Do not wish to answer		
	What is your current age group?							
18-25		26-35	36-45	46-55	56-65	>65	Do not wish to answer	
What is your highest level of education?								
Matric		Certificate	Diploma	Higher Diploma	Bachelor's Degree	Bachelor's Degree-Honours	Masters	Doctorate
In which town/city do you live?								

Appendix 2.1: One-page bio of the researcher including declaration of interest in the research and funders, if any

This research was conducted by Mr Sandile Mtshali, a Master of Business Administration at Wits Business School. At the time of conducting this research, Sandile was employed as a Training Manager at Nissan Motor Corporation, South Africa.
In the line of business, the author was responsible to training and development of dealership employees to ensure the organisation had the necessary knowledge and skills required to deliver superior customer experiences.

This research topic was not commissioned by Nissan, but came about after the author observed that the organisation attempted to address the issue of employee turnover without fully understanding the drivers of job satisfaction amongst the dealer network. This research would then close (completely or partially) the identified knowledge gap regarding the drivers of job satisfaction at dealerships.

The academic tuition of the author at Wits Business School was partially funded by the company as part of its employee training and development programme. The research itself was not funded by the company.

Appendix 2.2: Ethic documentation

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

SCHOOL OF GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER WBS/BA2131343/610**
PROJECT TITLE	Turnover of salespeople at Nissan dealerships in South Africa
INVESTIGATOR	Mr Sandile Mtshali
SCHOOL/DEPARTMENT OF INVESTIGATOR	MBA (Consultancy Project)
DATE CONSIDERED	24 November 2020
DECISION OF THE COMMITTEE	Approved unconditionally
RISK LEVEL	LOW RISK
EXPIRY DATE	30 JUNE 2021

ISSUE DATE OF CERTIFICATE 15 December 2020 **CHAIRPERSON** _____
(Dr MDJ Matshabaphala)

cc: Supervisor: Ms. Koech

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I fully understand the conditions under which I am are authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee.

_____ 15 / December/ 2020
Signature **Date**

UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG

Private Bag 3 Wits, 2050
Fax: 0270865535224
Tel: 02711 7173582

Reference: Ms Jennifer Mgolodela
E-mail: jennifer.mgolodela@ wits.ac.za

07 February 2021
Person No: 2131343
PAG

Mr S Mtshali
5 Porto Bello Complex
33 Tieroog Street
Lyttelton Manor
0157
South Africa

Dear Mr Sandile Mtshali

Master of Business Administration: Approval of Title

We have pleasure in advising that your proposal entitled *Turnover of salespeople at Nissan dealerships in South Africa* has been approved. Please note that any amendments to this title have to be endorsed by the Faculty's higher degrees committee and formally approved.

Yours sincerely

Mrs Marike Bosman
Faculty Registrar
Faculty of Commerce, Law and Management

Appendix 2.3: Tables

Appendix 3.1: Dully filled in data collection instrument(s)