

Stability and quality of employment in the retail sector

A research project submitted to



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by

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ABSTRACT

The retail sector has become a major service provider and employs a large proportion of the population. It is the expectations and of these retail employees that form the background to this research. Retail employment has often been the selected response to unemployment as there is relatively little or no prior skill required to work in this sector. Retail employment is traditionally viewed as employment with little or no stability and low quality of employment. In order to examine the link between high growth in the retail sector and its contribution to GDP and the high unemployment rate identified in the country, the stability and quality of employment in the retail sector were analysed.

The research aimed to identify the characteristics of retail employees based on where they are currently along their career path and life choices, and how these factors influence their future aspirations. A conceptual framework outlining the stability and quality of employment in the retail sector was created to analyse the shift required from the prevalent emphasis on fighting unemployment, to fostering employment growth.

The different characteristics of these employees were identified in order to assist stakeholders such as individuals, management and policymakers, to identify the optimum way to encourage employment growth, depending on future aspirations of employees. This would thereby shift the focus rather from acting reactively to unemployment issues, to acting proactively by nurturing employment growth.

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

.....

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Chapter 1:

Introduction to the Research Problem

1.1 The problem: description and background

Since the change in the political structure of South Africa, the lifestyle of its population, related particularly to the retail market, has changed and now encompasses a far greater amount of disposable income and leisure activity time. The retail sector has therefore become a gigantic service provider and employs a large proportion of the population; it is the expectations of these retail employees that form the background for this report. The retail sector is notoriously volatile and subject to retrenchment and reductions in employees, with the consequence that movement in and out of retail-related employment is high.

The importance of the role of the retail employee is expressed by the following quote: "In a product's long journey from producer to customer, the last two feet are the most important" ,Akehurst and Alexander,page vii, 1995. The manner in which the "last two feet" is managed varies considerably between retail sectors, between retail operations, and inevitably within retail organisations, despite the best efforts of those organisations to ensure conformity of service provision (Akehurst and Alexander, 1995). Yet day-to-day contact that customers have with store personnel will fundamentally affect the customers' attitude towards the retail outlet (Akehurst and Alexander, 1995).

The choice of retail employment has often been a response to unemployment as there is relatively little or no prior skill required to work in this market. In South Africa, the largest proportion of employees, at least 27 percent of the employed population, have levels of education only to Grade 12.

As employment in the retail field is not viewed in high esteem and is often regarded as a “last-resort” occupation, there is an extremely high transient turnover of employee’s. This results in a poor level of service and contributes to the continuing spiral of dissatisfaction from the shopping customers. Retailing has traditionally been “trapped in a low skills, low pay equilibrium” (Hart, Stachow, Farrell and Reed, 2006). Within the secondary level of employment in the retail sector, this is generally consistent throughout the world.

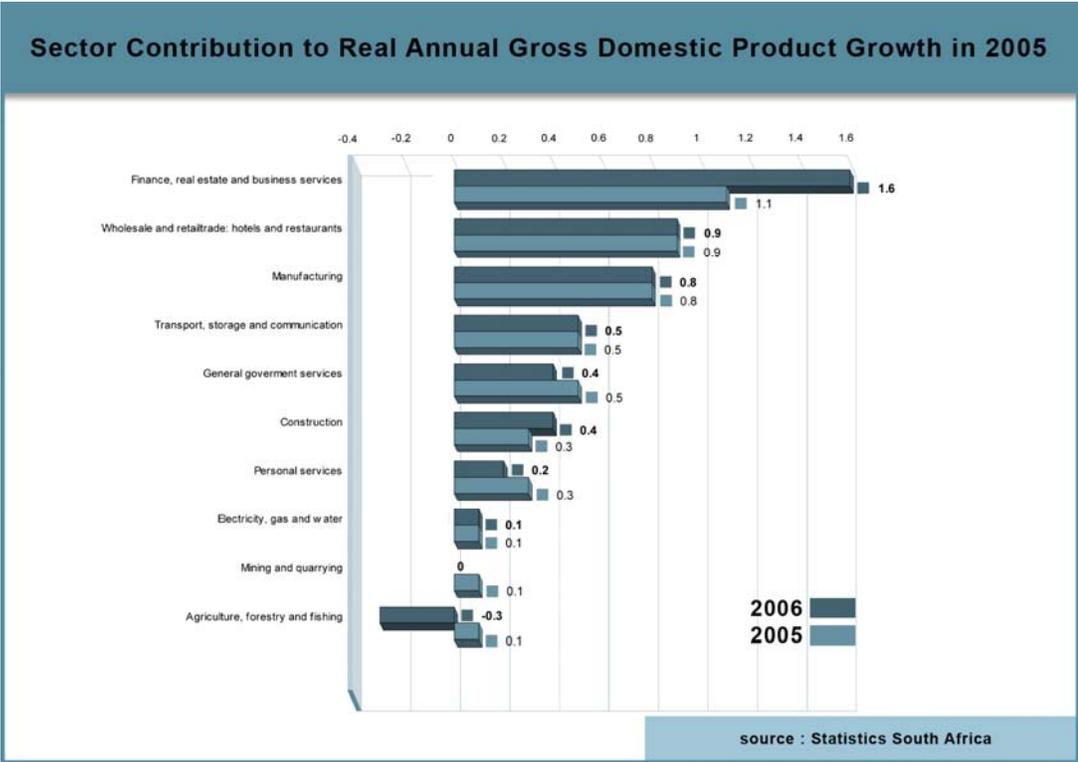
The motivation for conducting the research was to analyse the link between the high growth in the retail sector contribution to the national GDP against the high unemployment rate identified in the country. This was done by examining the stability and quality of employment in this specific sector.

The trend seen in the environment has been the rapid economic growth in South Africa with the retail sector contributing extensively to GDP figures even with continued high levels of unemployment being recorded across the market. The South African economy, as at 31 March 2007, was expanding at a rate of 4,9 percent, with the average employment growth rate recorded at 1,8 percent and the unemployment rate at 25,5 percent (Annual Labour Market Bulletin, 1 April 2006-31 March 2007).

The key theme supporting the strength of the retail sector in the South African economy is the movement from a resource-based economy to a consumer-based one, according to Clur (2007). We see evidence of this in the sector contribution to real annual gross domestic product (GDP) in 2005 where the resource-based agricultural sector moved into the negative territory, yet retail was the second largest contributor to GDP.

Figure 1 below indicates the contribution of each economic sector within South Africa's overall real GDP growth. Retail made the second highest contribution to the national GDP with financial services showing the highest contribution. The financial sector, as indicated in the table below is undoubtedly largely supported by the retail sector. Evidence of this is clear when one considers: the number of credit card sales that have taken place within the retail sector; the number of shopping centre developments that have increased over the past few years requiring financing from the financial sector; and the fact that the rental and sales lists of estate agents and property companies are also incorporated into the financial services sector. It can therefore be concluded that the retail sector is making a very significant contribution to the financial services sector (Clur, 2007).

Figure 1: Sector contribution to real annual gross domestic product growth in 2005

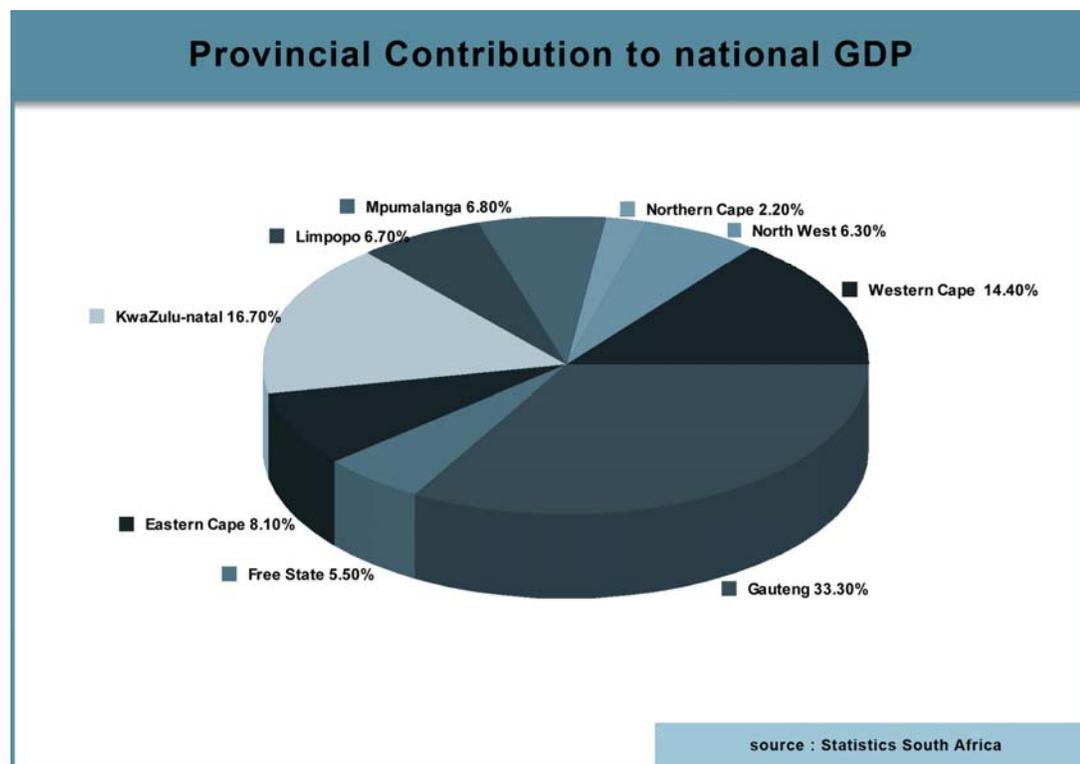


According to Chandra, Moorty, Nganou, Rajaratnam and Schaefer (2001), in South Africa in 1999 over 80 percent of the national GDP was contributed by the urban sector, although only about 60 percent of the total population resides in urban and conurbation areas.

The South African labour market is highly differentiated, as illustrated by persistently high rates of unemployment, lack of sustainable growth in formal employment, the rural-urban divide, persistent labour market discrimination by race and gender, as well as forms of labour market segmentation on basis of education, skills, income and occupational category (Vass, J, 2005)

Figure 2 reflects the population densities and correlates this with the provinces' slice of the South African economy of which Gauteng reflects the largest portion. Gauteng, the smallest province in comparison with its neighbours, contributes 33.3 percent to the national gross domestic product and a phenomenal 10 percent to the GDP of the African continent as a whole. Second is KwaZulu-Natal, contributing 16.7 percent of the South African GDP, followed by the Western Cape with 14.4 percent. (Annual Labour Market Bulletin, 1 April 2006-31 March 2007).

Figure 2: Provincial contribution to national GDP



This is further evident in the country's largest metropolitan areas such as Johannesburg and the East Rand, Cape Town, Durban and Pretoria, which together account for 35 percent of the national economic contribution, as well as

an equally large proportion of the national population in South Africa as recorded earlier in 1999, according to Chandra et al (2001).

Table 1 below indicates the employment figures in the formal and informal sector by industry for the same period as the GDP figures presented above. It is apparent from this that employment in the wholesale and retail trade increased by approximately 10 percent in the formal sector of employment while a 12 percent decrease is noted in the informal sector.

Table 1: Employment in the formal and informal sector by industry

Table 7: Employment in the formal and informal sector by industry ('000)

| Industry | September 2005 | | | September 2006 | | |
|--|----------------|--------------|------------|----------------|--------------|------------|
| | Formal | Informal | Domestic | Formal | Informal | Domestic |
| Agriculture, hunting, forestry and fishing | 579 | 338 | - | 606 | 473 | - |
| Mining and quarrying | 409 | * | - | 395 | * | - |
| Manufacturing | 1 442 | 255 | - | 1 484 | 243 | - |
| Electricity, gas and water supply | 98 | * | - | 117 | * | - |
| Construction | 580 | 346 | - | 582 | 424 | - |
| Wholesale and retail trade | 1 805 | 1 204 | - | 1 982 | 1 061 | - |
| Transport, storage and communication | 457 | 155 | - | 469 | 139 | - |
| Financial intermediation, insurance, real estate and business services | 1 217 | 74 | - | 1 220 | 87 | - |
| Community, social and personal services | 1 958 | 229 | - | 2 094 | 220 | - |
| Private households with employed people | 14 | 194 | 859 | 19 | 202 | 886 |
| Total | 8 559 | 2 795 | 859 | 8 968 | 2 849 | 886 |

Source: Statistics SA, LFS, September 2005 and September 2006, excluding unspecified, own calculations.

* For all values of 10 000 or lower the sample size is too small for reliable estimates.

This 20 percent movement clearly indicates a shift in the retail traders moving in the standard hierarchical pattern from “barrow boy” to “shop owner”, from informal trader to formal shopkeeper.

The World Economic Forum issued a report in 2008 entitled *The Global Competitiveness Report 2008-2009* which identified the positive and negative aspects of doing business in specific countries one being South Africa. Some 134 countries were ranked with South Africa ranking at 45. This in itself is concerning as this is 10 places lower than the ranking received by South Africa in the 2006-2007 report.

The positive aspect of this report however is that South Africa is identified as having a strong rating in both the financial and business market sophistication as well as an above-average market size. This area of employment draws heavily on the higher education market in which South Africa is well positioned in terms this report.

Although this report is prepared for the “global village” application of world trade, there are aspects which are particularly relevant to the retail market. They also show similar reasons for high staff turnover. The significance of this report taken in context of the research undertaken which identifies aspects of difficulty echoed in the retail employment market and support the analysis work in this document.

The report finds that the top 5 most problematic factors are:

- Inadequately educated workforce
- Crime and theft
- An inadequate supply of infrastructure
- Inefficient government bureaucracy

- Restrictive labour regulations

Each of these aspects is significant in terms of the research and are factors which influence an employee's decision to remain or leave employment in the retail sector.

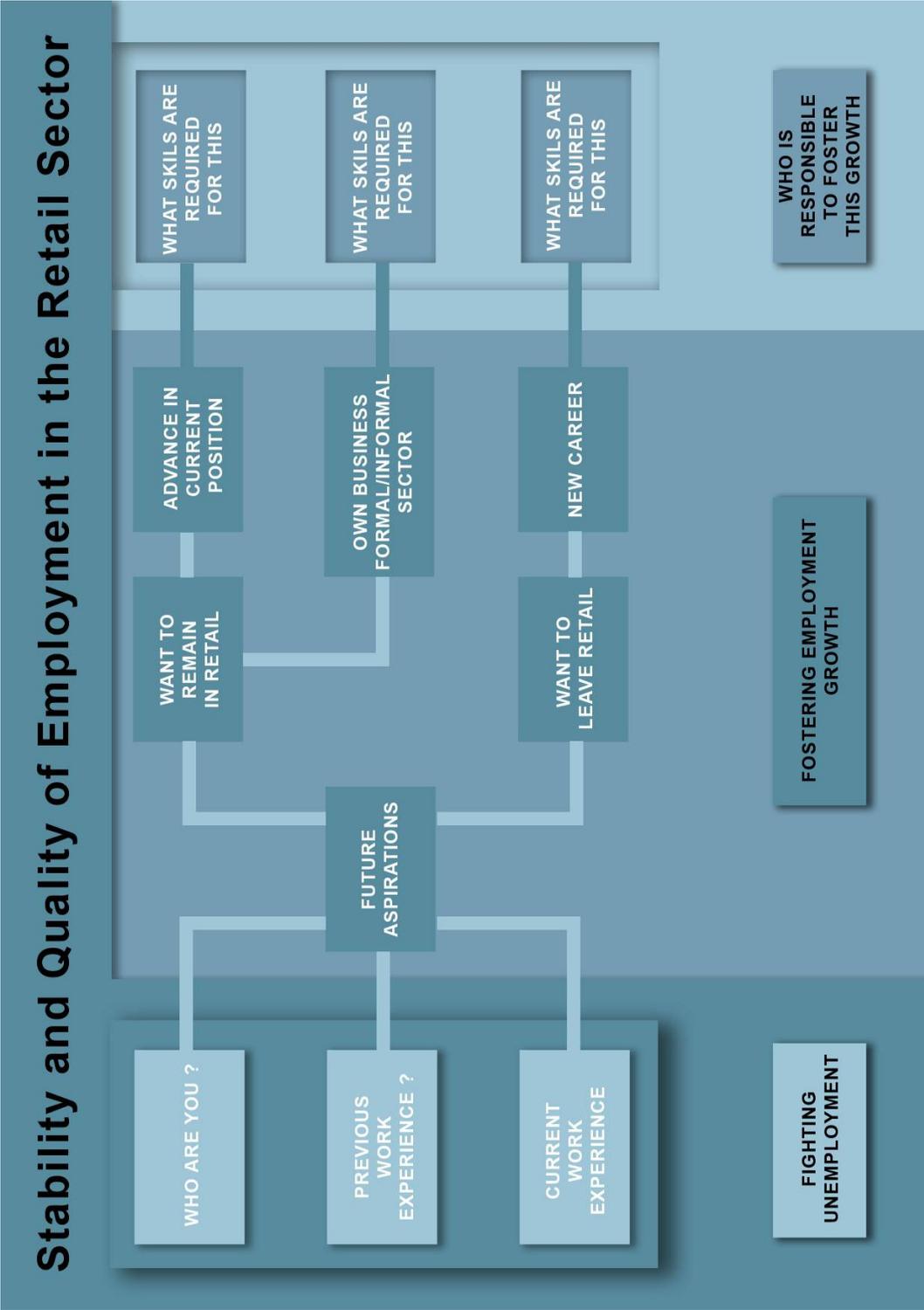
1.2 Purpose of the study

Using the conceptual framework outlining the quality and stability of employment in the retail sector, the purpose of the study is to identify the characteristics of retail employees based on future aspirations. These can be that employees either want to remain in retail employment, and therefore see retail as a career or, want to leave retail employment and therefore see retail as transient employment.

The aim of the research is to discuss the stability and quality of employment in the retail sector, presented as an interpretation of shifting the main focus of retail employment from fighting unemployment to fostering improved quality and stability of employment thereby fostering employment growth.

Under fighting unemployment the concepts we identify are: Who You Are, Previous Work Experience, Current Work Experience and Future Aspirations. Therefore this identifies where employees are currently in their life journey, their career journey and to identify how these characteristics influence the future aspirations of employees in the retail sector.

Figure 3: Stability and quality of employment in the retail sector



Employees who want to remain in retail often choose to do this because they have “settled” both personally and career-mix wise. These employees see retail employment as a career. If they remain in retail they can choose to advance in their current positions or choose to start their own business either in the formal or informal sector.

Employees who want to leave retail see retail as transient employment until opportunities for a new career arise. They are often studying at the time towards another career and are working to earn money to pay for further education.

In understanding the motivations of these employees, the various stakeholders will be able to identify how to foster employment growth depending on future aspirations of employees.

The discussions of the findings will highlight potential solutions to the issues identified. This could thereby influence decisions related to training and business implications from the viewpoint of the retail employers (Hart and others, 2006). It could also affect policy-making from the point of view of Government. As such these findings could be developed further and in detail to be research further.

Chapter 2

Literature Review

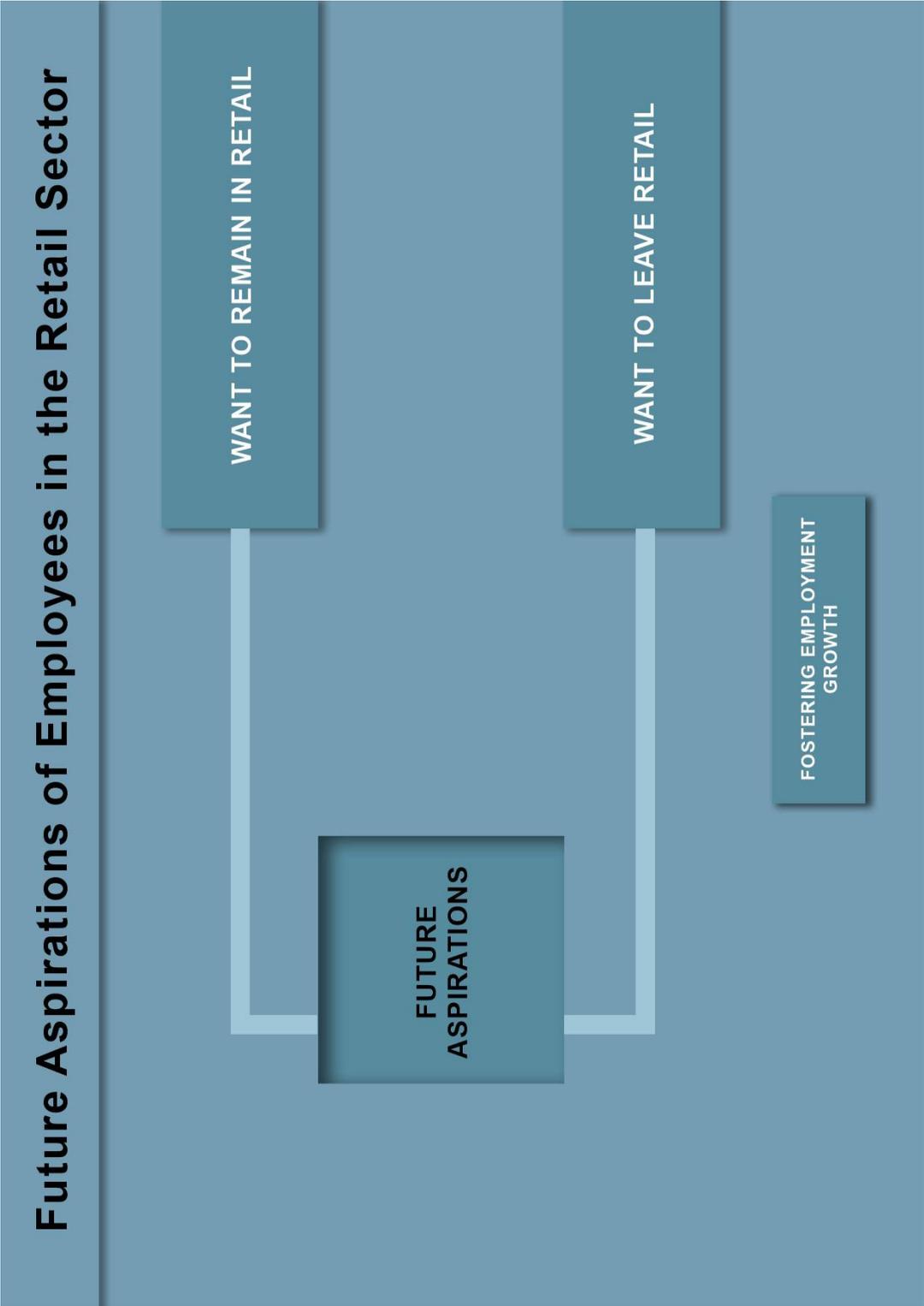
2.1 Introduction

The aim of the research is to identify where employees are currently in their life journey and their career journey and to identify the future aspirations of employees in the retail sector. In identifying the characteristics of the different employees, employers and policymakers are able to foster employment growth rather than deal with issues around fighting unemployment.

Figure 4 presents the concept of fostering employment growth. The researcher makes the assumption that all employees in retail have future aspirations. These future aspirations are either that those employees want to remain in the retail sector or that they wish to leave the sector at some point.

The first section of the literature review therefore seeks to identify the characteristics of employees who see retail employment as a career hence want to remain in retail employment in the future. The second section discusses the characteristics of those employees who want to leave retail based on viewing retail as transient employment until opportunities for a new career arise.

Figure 4: Future aspirations of employees in the retail sector



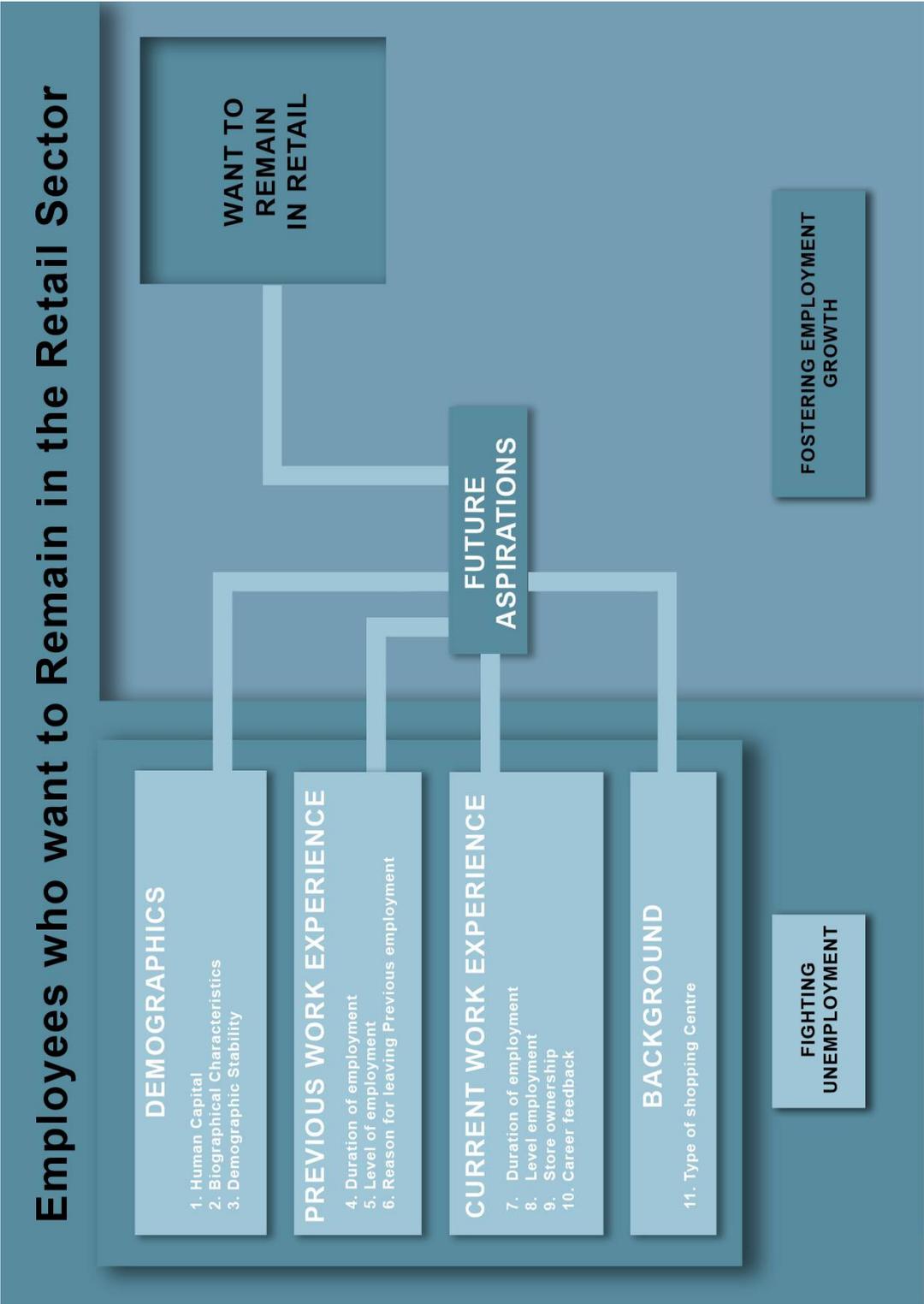
There is limited existing literature on retail employment in South Africa. The existing academic research in retail employment is based internationally both in developed and developing markets. The in-depth theory on specific concepts still lacks a conceptual framework describing the inter-relationships of the characteristics of future aspirations of employees in the retail sector. Therefore existing literature on specific concepts relating to background, demographic stability, previous work experience, current work experience and future aspirations was analysed to form the basis for the conceptual framework presented in Chapter 1. These concepts identify where employees are currently in their life journey and in their career journey.

2.2 Employees who want to remain in the retail sector

The literature related to this model identifies the characteristics of employees who want to remain in retail. Overall, the literature suggests that once people have “settled” both personally and career-mix wise, they will remain in retail. These employees see retail employment as a career, not as a stepping stone.

Figure 5 identifies the specific concepts related to employees who want to remain in the retail sector in the future. The literature has been presented in sequence discussing each concept.

Figure 5: Employees who want to remain in the retail sector



2.2.1 Demographics

The literature suggests that employees who see retail as a career rather than a stepping stone share certain demographic characteristics.

2.2.1.1 Human Capital

With relatively little or no prior skill required to enter employment in the retail sector, the level of education completed is generally low.

Hart, Stachow, Farrell and Reed, 2006, explored the themes; the industry image and impact on recruitment and retention; employee and management skills gaps; and barriers to training in their study. They found that retailing has traditionally been “trapped in a low skills, low pay equilibrium.”

One of the most widely accepted measures of an individual's human capital is educational attainment. Through education, a person's knowledge and skills are thought to improve, accelerating that individual's work-related productivity and earnings (Beaulieu, Barfield and Stone, 2001).

In South Africa, with the largest proportion of employees – at least 27 percent of the population employed – have completed only up to Grade 12. They therefore have no real skills until they are employed.

Given that it is generally easier to obtain employment in the retail sector when potential employees either have no or limited prior skills, it is possible to hypothesise that the lower the level of education completed, the greater the likelihood of remaining in retail in the future.

2.2.1.2 Biographical Characteristics

Gender was identified as personal characteristic which influenced an employee's future aspiration to remain in the retail sector. Women who left employment for marriage, and/or childbirth and raising children are now returning to employment in the retail sector.

According to research by Broadbridge, A. 2007, there is an increasing percentage participation of women in retail employment. The feminisation of retail employment has provided an opportunity for those employees concerned with supplementary household income, and a degree of financial independence. In research on retail employment, these are the two most frequently cited reasons registered by female retail employees for working in stores (Akehurst and Alexander , 1995).

Women prefer temporary employment due to its association with flexible scheduling (Grubb, Lee and Tergeist, 2007).

In light of demographic changes in retail, the attitude of retail management toward the employment of women is significant in that it highlights the reliability, commitment, flexibility and loyalty that greater life experience offers (Akehurst and Alexander , 1995).

Giving the increased participation of woman in the workforce, preference for flexible work schedules and that retail management indicate a preference for employing woman over men because they are more reliable and committed, it is

therefore possible to hypothesise that female gender is correlated with a greater likelihood of remaining in retail in the future.

2.2.1.3 Demographic Stability

Demographic stability refers to the “settled” employee in terms of marital status, home ownership and the number of people living with the employee.

According to studies by Rohe, Van Zandt and McCarthy, 2001, home ownership is often thought to be an essential ingredient of the “American Dream.” Living in a single-family, owner occupied dwelling unit is central to the American conception of a secure and successful life. This concept bring an additional burden to the employee.

Given that financial and social responsibilities increase once people are married; that these individuals usually make decisions as a unit not as an individual; that these people own a home requiring regular payments and that these individuals are often financially responsible for a number of people living with them, it is possible to hypothesise the following:

- Being married is correlated with a greater likelihood of remaining in retail in the future.
- Owning your own home is correlated with a greater likelihood of remaining in retail in the future.
- The number of people living with you is correlated with a greater likelihood of remaining in retail in the future.

2.2.2 Work Experience –previous and current employment

The literature suggests that an employee's previous and current employment influences future aspirations to remain in employment in the retail sector.

2.2.2.1 Duration of Employment

Previous literature implies that due to longer duration of employment in retail, employees are not exposed to any other careers and develop in this sector. They become more “settled” in their careers and remain in retail employment rather than moving to another sector.

The duration of temporary jobs is relatively short. By contrast, permanent workers enjoy much longer tenure. Studies on OCED countries indicate 30 percent have worked in their current jobs for less than one year and 46 percent for more than three years.

The study by Grubb *et al.*, 2007, focusing on employment duration at the moment of separation from current jobs, confirmed the large differential in average job duration between permanent (regular) and temporary (irregular) employment. The study found that the average job tenure of irregular workers was 21.6 months, in comparison with 41.9 months for regular workers.

Given that employees in a longer tenure generally tend to be permanent employees who are more “settled” in their career and that this reflects on the stability of employment, it is therefore possible to hypothesise that:

- The longer the duration of previous employment in retail, the greater the likelihood of remaining in retail in the future.

- The longer the duration of current employment in retail, the greater the likelihood of remaining in retail in the future.

2.2.2.2 Level of Employment

Changes in retail structure which have been made in response to customer needs, have had a considerable impact on employment within retailing. Store employees have been transformed and deskilled from assistants, who were expected to give customers personal service and have detailed knowledge of the goods, into checkout operators (Sparks L., 1986). This has brought about the concept of dual labour markets in retail, as will be explained.

According to Gittleman and Howell (1995), the labour market is influenced by the concept of dual labour markets, in which “primary” jobs are distinguished from “secondary” jobs on the basis of earnings, working conditions, job advancement, work rules, and employment stability. According to Freathy (1993), individuals working under primary conditions receive higher wages, secure employment and related benefits. Staff turnover is consequently low. In contrast, the secondary sector is characterised as comprising low status and poorly paid jobs that experienced high employee turnover (Freathy , 1993). Both the primary and secondary sectors were further segmented between upper and lower tiers of employment. Employment is therefore both hierarchical and segmented, with jobs differing in both quality and quantity (Freathy, 1993).

Ganesan and Weitz (1996), found that in organisations which have an internal labour market, selection, promotion and compensation decisions are made with

limited consideration of external labour market conditions. The staffing policies associated with an internal labour market include:

1. Restricting entry to the lowest level positions in the firm and promoting from within the firm with minimal competition from people outside the firm for higher level positions
2. Defining job ladders and career paths
3. Basing rewards and promotion largely on seniority; and
4. Establishing formal grievance procedures.

Given that employees in “primary” jobs receive benefits related to quality of employment such as higher wages, secure employment and other related benefits, it is therefore possible to hypothesise that:

- The higher the level of previous employment in retail the greater the likelihood of remaining in retail in the future.
- The higher the level of current employment in retail the greater the likelihood of remaining in retail in the future.

2.2.2.3 Reasons for leaving Previous Employment

When employees are faced with a low status and a poorly paid job, there is likely to be a high staff turnover when they are offered a higher income with improved opportunities for development elsewhere.

According to Loveman and Tilly, 1988, following many years of decline, the proportion of low-earning jobs among full-time, year round workers has

increased, and earnings inequality has increased within and between industries and occupations.

Given that retail is perceived to be a low-status employment, employees are likely to change employment within retail for improved income levels. It is therefore, possible to hypothesise that:

- An improved level of income as the reason for leaving previous employment is correlated with the likelihood of remaining in retail in the future.

2.2.2.4 Store Ownership

Retail store ownership is made up of both national and SMMEs. These are distinctly different in the manner in which they operate. National stores by their nature have access to more facilities and funding required for training and development skills. They have a larger footprint across the country and are able to transfer skills within the organisation. SMMEs usually have a single owner who does not have access to funding available for the development of employees.

SMMEs face more barriers in terms of training and skills development: “You can’t afford to pay people to go on courses. Because you can’t afford people to cover their position” (Hart, *et al*, pg 280, 2006). Independents and SMME retailers see training as an additional cost when the primary business focus becomes meeting targets and maximising staff productivity: “If profitability drops, it affects training and resources allocation” (Hart *et al*, pg 280, 2006).

Given the increased likelihood of receiving training and other benefits at national stores as opposed to SMME retailers, it is therefore possible to hypothesise that:

- Employee's working at national stores are more likely to remain in retail in the future.

2.2.2.5 Performance Reviews

Career feedback is essential for the development of employees. These can be undertaken in the form of performance appraisals.

An employee's performance appraisal is very much dependent on the perceptual process. An employee's future is closely tied to the appraisal – promotions; pay rises, and continuations of employment are among the obvious outcomes (Robbins S.P. & Judge T. A, 2007).

According to Freathy (1993), internal labour markets have been seen as methods of sheltering specific groups of workers from the open market. Access into the internal labour market is through a "port of entry". Entry at a specific port provides access to higher positions through an internal promotion system. Internal labour markets give employers greater flexibility. Employees acquire a range of specific company skills which makes it difficult for them to transfer to comparable positions elsewhere. Once an employee has begun to move up the career ladder, switching to another firm becomes less attractive as they may be relegated to a lower port of entry. The internal labour market therefore places a voluntary tie upon the individual by making it unattractive to leave the firm (Freathy, 1993).

Once an employee enters an internal labour market, the employee is more likely to be promoted from within to the next level. This means that career feedback in the form of performance appraisals is essential for career development of the “settled” employee. It is therefore possible to hypothesise that:

- Career feedback such as performance reviews at current employment is correlated with a greater likelihood of remaining in retail in the future.

2.2.3 Background of employees who want to remain in the Retail Sector

2.2.3.1 Type of Shopping Centre

One factor impacting whether employees will regard retail as a career or not relates to the type of shopping centre where they work. Shopping centres vary in type depending on size, location and tenant-mix at the centre.

The four types of shopping centres analysed for the research are super-regional shopping centres, regional shopping centres, community shopping centres and convenience shopping centres. Refer to Appendix 1 for more detailed classification on each type of shopping centre.

According to the South African Council of Shopping Centres (SACSC), South Africa has in excess of 15,000 shopping centres of various types (SACSC, 2008).

In South Africa, regional shopping centres outperform the returns of all other retail types by 31.8 percent (Mamabola, 2006). As stated by Robertson and Fennell (2007), the strengths and attractiveness of regional shopping centres stem from a number of characteristics that mean they are ideally suited to drive a new wave of regeneration around them. Good road and public transport infrastructure, a wide range of shops, leisure and community facilities and availability of developmental land around them – these are ingredients that can and should lead to the emergence of regional shopping centres as focal points for sustainable mixed-use communities (Robertson and Fennell, 2007).

Given that larger shopping centres such as super-regional shopping centres, regional shopping centres have a larger tenant mix and are ideally located, employees would have more exposure to better retail opportunities therefore, it is possible to hypothesise that:

- Employees who work at larger shopping centres are more likely to remain in retail employment.

2.2.4 Summary

We can therefore propose from the literature discussed that the characteristics of typical retail employees who want to remain in the retail sector are:

- Employees with no or low prior skills and generally a lower level of education as retail generally requires no prior skills and a low level education.
- Employees are more likely to be woman due to their increased participation in the workforce, their preference for flexible work schedules and the fact

that retail management indicate a preference for employing woman over men because they are more reliable and committed.

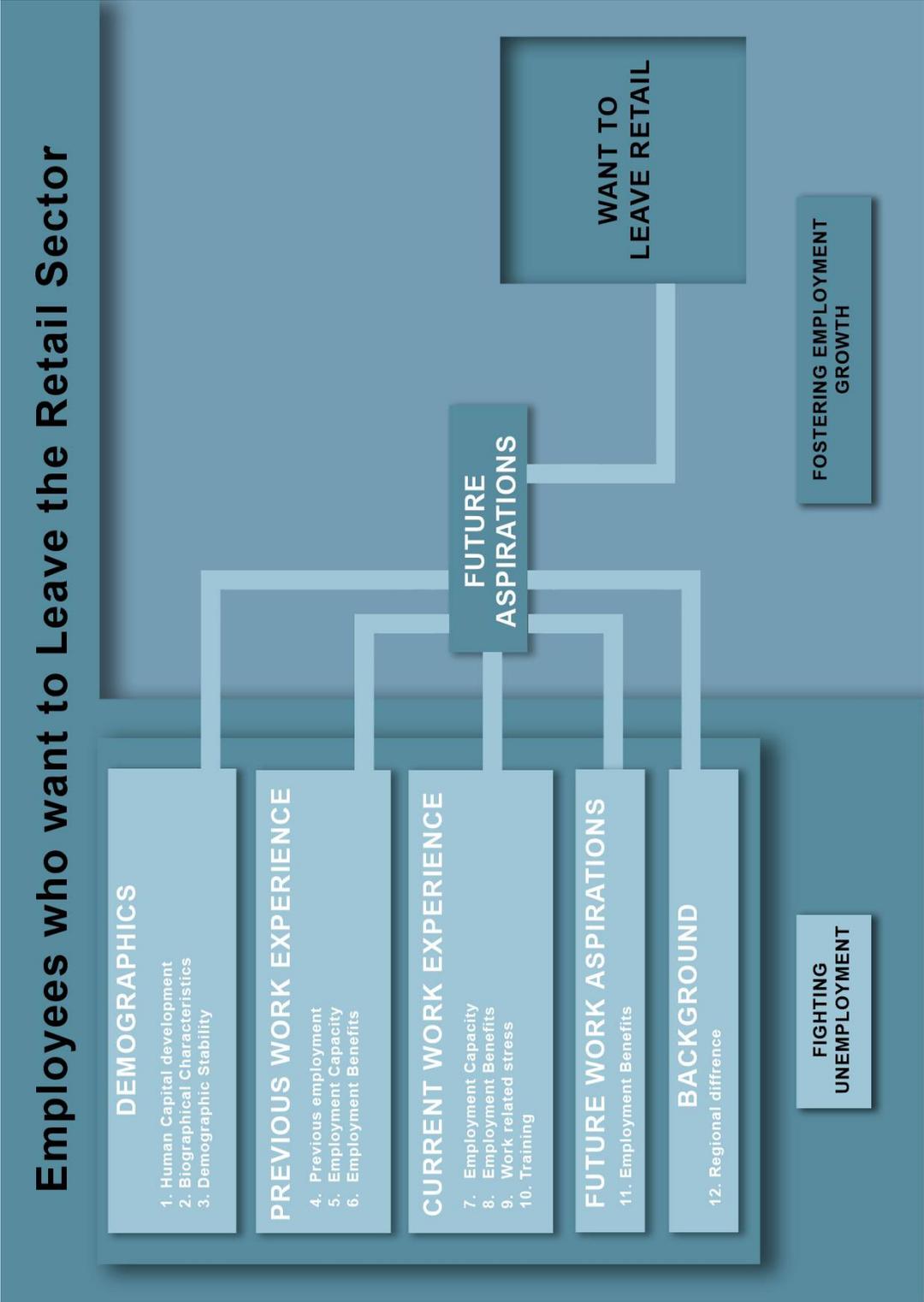
- Employees who are married, own their own home and have a number of people living with them are more likely to remain in retail due to increased financial and other responsibilities.
- Employees in a longer tenure who tend to be permanent employees are more “settled” in their career. This is related to the stability of their employment and means they are not looking for any change in career.
- Employees in “primary” jobs who receive benefits related to quality of employment such as higher wages, secure employment and other related benefits.
- Employees who change previous employment for improved income levels but remain in retail. Despite the fact that retail is perceived to be a low status employment, they have not developed other skills to move to other sectors. These employees are usually “trapped” in retail.
- Employees who have entered an internal labour market are more likely to be promoted from within to the next level. Therefore career feedback in the form of performance appraisals is essential for career development of the “settled” employee.
- Employees at national stores have an increased likelihood of receiving training and other benefits at national stores as opposed to SME retailers, so send to stay in retail.
- Employees at larger shopping centres such as super-regional shopping centres, regional shopping centres have a larger tenant mix and are ideally located, which would have more exposure to better retail opportunities.

2.3 Model 2 - Employees who want to leave the retail sector

The literature related to this model identifies the characteristics of employees who want to leave the retail sector based on seeing retail as transient employment until opportunities for a new career arise.

Figure 6 identifies the specific concepts related to employees who want to remain in the retail sector in the future. The literature has been presented in sequence discussing each concept.

Figure 6: Employees who want to leave the retail sector



2.3.1 Demographics

2.3.1.1 Human Capital Development

Studying towards further education was identified as an influence in the employee's decision to leave the retail sector. Due to financial constraints, many students seek employment to earn additional income to pay for their further education. This, until such time they are able to complete higher education and seek employment in another sector.

Many part-time vacancies are also being filled by students from higher or further education who are increasingly working during term time owing to financial pressure, Hart *et al*, 2006.

Students who are studying towards higher or further education usually in other sectors, are employed in retail due to the flexible work schedules and the fact that no prior skills are required for employment in this sector. It is therefore possible to hypothesise that:

- Currently studying towards further education is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.1.2 Biographical Characteristics

Age was identified as personal characteristic which influenced an employee's future aspiration to remain in the retail sector. Younger people employed in retail want to move to the next new opportunity all the time.

Retailers have typically recruited younger employees, but changing demographic conditions have encouraged some retailers to reconsider older employees. This has implications in terms of the technical skills and social skills the older worker may bring to the retail environment (Akehurst and Alexander, 1995).

Hart *et al.*(2006) concluded that two of the most fundamental skills gaps identified by employers were young people's "attitude gap" and the management skills gap. The former has become a particular concern for recruiters as some retailers consider behaviour and attitude as important skills in young people; and it has been noted that "people with the right attitude can be trained but people with the wrong attitude cannot be trained". While product knowledge and technical skills can be taught, attitude has to be there at recruitment. This gap is partly blamed on lack of discipline in schools but peer influence is also a key factor in shaping young people's attitude towards work. It has been noted that the "soft skills" needed for customer service are largely determined during a person's youth. Hence by the time they apply for a retail job, it may be too late to influence attitude.

Given that retail employs a larger proportion of younger employees, who are in transient and looking for newer, better opportunities, it is therefore possible to hypothesise:

- That youth is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.1.3 Demographic Stability

South African families have a tendency towards communal-type living where dependents, not only children but also parents, grandparents, and other extended families, do not necessarily move out of household. Therefore once dependents start earning, there are a larger number of incomes contributing to the household.

According to Kingdom and Knight, (2004), given the possibility of redistribution within the household, the distribution of household income according to need creates an incentive for a member to remain needy and thus a disincentive to work.

According to Zeythunoglu, Lillevik and Seaton,2004, the retail sector consists mainly of single mothers and middle-aged married women with children. These middle-aged women and single mothers consider their employment in the retail sector as their career, which for many is the only employment option as they balance their personal life responsibilities of juggling work and home life and raising children.

Given more dependents and larger households units, an increased income to the household could result in wanting to leave retail in the future; therefore, it is possible to hypothesise that:

- The larger the number of incomes contributing to the household is correlated with a greater likelihood of wanting to leave retail in the future.

- The larger the number dependents are correlated with a greater likelihood of wanting to leave retail in the future.

2.3.2 Work Experience – Current and Previous employment

2.3.2.1 Previous Employment

Retail employment could be transient employment until other opportunities present themselves. Employees who have been retrenched from previous employment may seek to work in the retail sector in the interim. They may leave the retail sector to join other sectors which offer improved benefits and skills development. Having been previously employed in retail could influence employees to want to leave retail in the future related to the negative aspects of retail such as weekend working, low levels of salaries, very little stability of employment and very little quality of employment.

According to Noordhaven, Thurik, Wennekers and Stel, 2004, the self-employed individual tends to be relatively strongly dissatisfied with the previous work itself, with supervision, and opportunities for promotion and low pay.

Given that retail employs transient labour with low skills requirements, employees who have previously been employed in other sectors may leave retail. Employees who have been previously employed in retail perceive other sectors to offer improved stability and quality of employment. Therefore, it is possible to hypothesise that:

- Having been previously employed in another sector is correlated with a greater likelihood of wanting to leave retail in the future.
- Having been previously employed in retail is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.2.2 Employment Capacity

Employment in retail is employer focused. The retail employment sector comprises part-time and full-time employees. Traditionally, retail employed almost seventy percent full-time employees and thirty percent part-time employees.

Changes in the structure of retailing have been made in response to customer needs. Social change has stimulated the need for the extension of opening hours and hence the need for retailers to adopt new working practices, such as part-time working, to serve consumers' new shopping habits (Akehurst and Alexander, 1995). These have been introduced to suit consumer demand of weekend shopping. Employees are inconvenienced, therefore the need for part-time capacity over weekends and other peak trading periods. More recently, retail employs thirty percent full-time employees and seventy percent part-time employees in response to consumer demand.

Michon (1987) maintains that the existence of a secondary labour market provides employers with a series of material benefits. Its main advantage is allowing a manager to respond flexibly to changing economic circumstances. Employees in the secondary sector may be hired by the hour, day, week or

month (Michon, 1987). A variety of different employment contracts exist to provide the employer with the maximum level of flexibility.

This indicates a strong and significant growth in what can be called non-standard employment, that is the creation of jobs which do not involve a full-time and continuous relationship between employer and employee (Robinson O.,1993). Generally, part-time work is considered to be employment for shorter than usual, collectively agreed, or statutory working hours.

The need to match labour with daily and weekly trading peaks in retail has encouraged a more flexible, efficient staffing approach, using part-time employment. Service activities must be in tune with fluctuations in customer flows and demands. Computerisation of systems allows the identification of peak and trough trading periods so that labour input can be more closely matched to needs (Akehurst and Alexander, 1995).

Grubb *et al.* (2007) found that temporary jobs are either stepping stones towards more stable employment or dead ends that trap workers in continuing precariousness. When looking at the mobility of workers the research suggests that a considerable proportion of irregular workers may be trapped in this type of job. Though on the positive side, employees may have found a career which satisfies them and may therefore want to remain in employment in the retail sector.

Temporary workers have more limited access to non-wage benefits, such as paid vacations, maternity or parental leave, unemployment benefits and retirement pensions, than permanent workers (Grubb *et al.*, 2007).

Given that part-time employment does not offer either stability or quality of employment, it is therefore possible to hypothesise that:

- Having been previously employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future
- Being currently employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.2.3 Employment Benefits

Quality employment offers medical aid, pension, training, share options and other related benefits as part of the recruitment package to employees.

When trying to understand the key dimensions of a good quality job, Gittleman and Howell (1995) looked at the following variables:

1. **Earnings and benefits:** median hourly wages, median annual earnings, health insurance, and pension;
2. **Skill requirements:** general educational development (GED), specific vocational preparation (SVP), people skills (PS), and motor skills (MS);
3. **Working conditions:** physical demands, environmental conditions, and strength requirements;
4. **Employment status:** unemployment, involuntary part-time employment, weeks worked, and hours worked per week; and

5. **Institutional setting:** public sector employment, union coverage.

Employment benefits, such as share options for instance, offered employees ownership into businesses. With the entitlement of share options is the responsibility of not only earning profits but also losses when these are incurred. Share options are often seen as a positive benefit therefore when losses are incurred this deters the employee from retail employment because contribute to the business is required in order for the business to survive.

Medical aid and pension may be more relevant to someone who is older where they may prefer to have cash on hand rather than contribute towards something in the future. Government provides good medical facilities in terms of public hospitals hence the need for medical aid is alleviated. The government provides grants for pensioners therefore the need for pension schemes are alleviated.

Depending on where a person is in their life journey, different benefits may have different implications, so it is therefore possible to hypothesise that:

- Having an employment benefit such as share option in previous employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.
- Having an employment benefit such as a pension in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

- Having an employment benefit such as medical aid in future employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.2.4 Work-Related Stress

Work-related stress is one of the factors contributing to employee's decision to leave retail. Employers try not to create an environment which induces work-related stress.

Results of the study by Zeythunoglu, *et al.* (2004) indicate that job insecurity, short- and split-shifts, unpredictability of hours, low wages, and benefits in part-time and casual jobs in the retail sector, and the need to juggle multiple jobs to earn a living wage, contribute to stress and workplace problems such as high turnover. Gendered work environments and work-personal life conflicts also contribute to stress affecting the workplace.

Given that increased levels of job insecurity, low wages, part-time employment and more gendered work environments exist in retail employment, it is therefore possible to hypothesise that:

- Having work-related stress in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.2.5 Training

Training in the retail sector is usually in-house based on work-related aspects such as product training and sales training. Training offered to part-time and full-time employees varies substantially.

It was concluded by studies completed by Grubb *et al.*, 2007 that temporary employees receive less employer-provided training than permanent employees and that the training gap between temporary and permanent workers tends to be larger for formal training courses than for informal on-the-job training.

Spending by retail organisations on training consistently lags behind that of other sectors of the economy. Training offered tends to be in-house and work-based learning, especially amongst those perceived as “top level” brand stores. While this approach means that retailers can control training costs and the quality and consistency of in-house facilities, it also provides limitations in that training is highly dependent on management knowledge, time and skill in cascading their knowledge to trainees (Hart and others, 2006).

Given that a limited number of hours are spent on training, and the type of training offered is management driven, it is therefore possible to hypothesise that the lower the number of hours of training at current employment is correlated with a greater likelihood of wanting to leave retail in the future.

2.3.3 Background of employees who want to remain in the Retail Sector

2.3.3.1 Regional Differences

The economic growth of provinces influences investment in shopping centres, hence the retail sector to these areas. Due to the earnings differentials, low-growth provinces attract less investment from the retail sector and high-growth provinces attract higher investments from the retail sector. There is also a tendency for employment to shift from low-growth provinces where there are limited growth opportunities to high-growth provinces where there are increased opportunities for retail development.

The provisional economic review and outlook (OER & O, 2007) is one of the major tools employed by the Western Cape Provincial Department of Economic Development and Tourism (DEDT) to reflect the economic performance in the Province under the current government (Charman, Petersen, Simons, Duda and Davids, 2008). Earnings gap differentials exist between low-growth provinces and high-growth provinces.

Previous studies illustrate the differences which exist in retail employment within the European Union. It should also be recognised that considerable regional differences exist and that trends with the national markets should also be considered. There is a tendency to perceive changes in employment to be reflected across the country, but as Reynolds, J. (1983) points out, the aggregation of figures serves to “conceal very significant local variations” (Akehurst and Alexander, 1995).

Employees from low-growth provinces relocate to high-growth provinces for improved working conditions in current employment may look to retire in the low-growth provinces they came from in the future. Given that employees in high-growth provinces are exposed to larger markets and other opportunities of employment, it is therefore possible to hypothesise that:

- The higher the growth in the region you live in, the greater the likelihood of wanting to leave retail in the future.
- Relocating to the current province for improved working conditions is correlated with a greater likelihood of wanting to leave retail in the future.

2.2.4 Summary

We can therefore propose from the literature discussed that the characteristics of typical retail employees who want to leave the retail sector are:

- Employees who are studying towards higher or further education usually in other sectors. They have chosen positions in retail due to the flexible work schedules and no prior skill requirements for employment in this sector.
- Employees, who are younger and in transient employment and looking for newer, better opportunities.
- Employees who have a number of dependents and a number of incomes contributing to the household.
- Employees who have previously been employed in other sectors and are currently employed in retail as transient employees.
- Employees who have been previously employed in retail who perceive other sectors to offer improved stability and quality of employment.

- Employees previously and currently employed in part-time capacity which does not offer either stability or quality of employment.
- Employees who are at different points in their life journey, where benefits to remuneration packages may have different implications depending on where they are in this journey.
- Employees who are exposed to increased levels of job insecurity, low wages, part-time employment and more gendered work environments.
- Employees receiving limited number of hours are spent on training, and the type of training received.
- Employees from low-growth provinces who have relocated to high-growth provinces for improved working conditions in current employment.
- Employees in high-growth provinces who are exposed to larger markets and other opportunities of employment

2.4 Discussion

The literature review highlights the three main themes describing the characteristics of employees who want to remain in retail and employees who want to leave retail in terms of background, demographics and work experience.

The literature assisted in identification of specific characteristics related to employees in the retail sector.

Chapter 3

Hypotheses

3.1 Introduction

Using the conceptual framework outlining the quality and stability of employment in the retail sector, hypotheses are developed. The hypotheses are developed for each model to identify the characteristics of retail employees based on future aspirations. These can be that employees either want to remain in retail employment, and therefore see retail as a career or, want to leave retail employment and therefore see retail as transient employment.

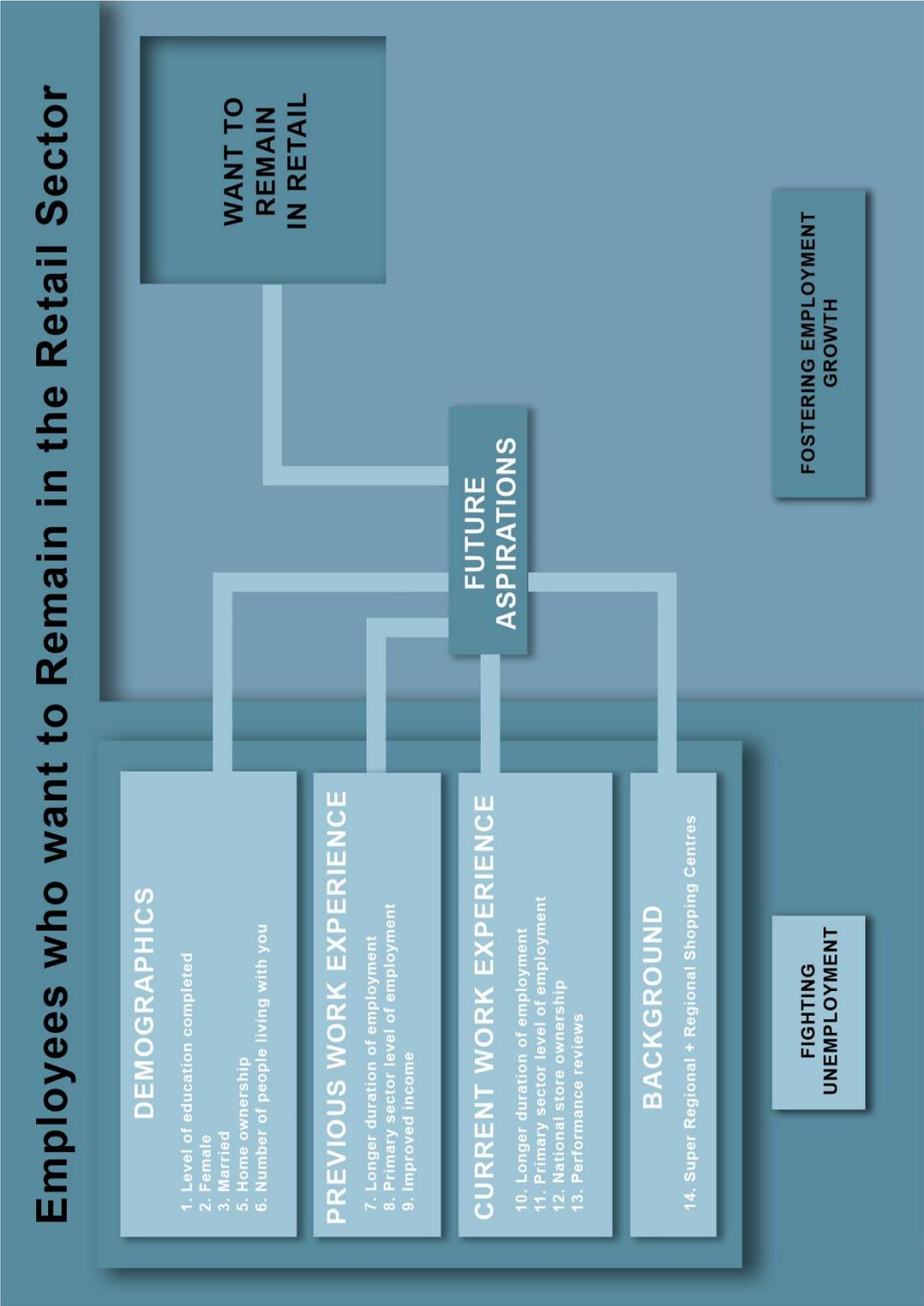
This chapter highlights learning from the literature review in Chapter 2, integrated with aim of the research to form the hypotheses.

3.2 Model 1 - Employees who want to remain in the retail sector

The hypothesis presented in this model identifies the characteristics of employees who want to remain in retail and is based on learning from the literature. The basic argument is that once people have “settled” both personally and career-mix wise, they will remain in retail. These employees see retail employment as a career, not as a stepping stone to a new career.

Remaining in employment in the retail sector could imply that they either want to advance in their current position or start their own new business in either the formal or informal sector.

Figure 7: Employees who want to remain in the retail sector



In demographic terms, employees have achieved a level related to their commitment and ownership of assets and want to remain in retail. These factors were identified as level of education completed, gender, marital status, home ownership, and the number of people living with the employee. These characteristics were identified to represent personally “settled” employees.

Employees with no or low prior skills and generally a lower level of education are more likely to remain in the retail sector. Employees in this category of remaining in employment in the retail sector are more likely to be woman due to their increased participation in the workforce, preference to flexible work schedules and that retail management indicate a preference to employing woman over men because they are more reliable and committed. Employees who are married, own their own home and have a number of people living with them are more likely to remain in retail due to increasing sense of responsibilities.

Therefore, it is possible to hypothesise that:

H₁ - Demographics will be positively correlated with wanting to remain in retail in the future.

Human Capital

H_{1a} – The lower the level of education completed the greater the likelihood of remaining in retail in the future.

Biographical Characteristics

H_{1b} – Female gender is correlated with a greater likelihood of remaining in retail in the future.

Demographic Stability

H_{1c} – Being married is correlated with a greater likelihood of remaining in retail in the future.

H_{1d} – Owning your own home is correlated with a greater likelihood of remaining in retail in the future.

H_{1e} – The number of people living with you is correlated with a greater likelihood of remaining in retail in the future.

Employees in a longer tenure who tend to be permanent employees are more “settled” in their career are generally not looking for any change in career are more likely to remain in the retail sector. Employees in “primary” jobs who receive benefits related to quality of employment such as higher wages, secure employment and other related benefits are also more likely to remain in the sector. Those employees who are “trapped” in retail because they have not developed other skills to move to other sectors, also tend to stay in retail.

Development of employees who want to remain in retail is essential at the level of employment and career feedback. This usually done in the form of performance feedback in identifying training and development needs. Performance feedback forms the basis of an employee’s future related to promotions, pay rises and the continuation of employment. Employees, who have entered an internal labour market, are more likely to be promoted from within to the next level; therefore career feedback in the form of performance appraisals is essential for career development of the “settled” employee.

The type of store ownership in which the employee is employed would influence the development of the employee. Employees at national stores have an increased likelihood of receiving training and other benefits at national stores as opposed to SME retailers these factors relate to positive career choices for improved quality and stability of employment. These characteristics were identified to represent career-mix wise “settled” employees.

Therefore, it is possible to hypothesise that:

H₂ - Previous Work Experience will be positively correlated with wanting to remain in retail in the future.

H_{2a} - The longer the duration of previous employment in retail, the greater the likelihood of remaining in retail in the future.

H_{2b} - The higher the level of previous employment in retail, the greater the likelihood of remaining in retail in the future.

H_{2c} - Improved levels of income as the reason for leaving previous employment is correlated with the likelihood of remaining in retail in the future.

Therefore, it is possible to hypothesise that:

H₃ - Current Work Experience will be positively correlated with wanting to remain in retail in the future.

H_{3a} - The longer the duration of current employment in retail, the greater the likelihood of remaining in retail in the future.

H_{3b} - The higher the level of current employment in retail the greater the likelihood of remaining in retail in the future.

H_{3c} - Employees working at national stores are more likely to remain in retail in the future.

H_{3d} - Career feedback such as performance reviews at current employment is correlated with a greater likelihood of remaining in retail in the future.

The background of the employee in the type of shopping centre in which they are employed represents opportunities or missed opportunities for both demographic stability and development of employment, which would influence “settled” employees. Employees at larger shopping centres such as super-regional shopping centres, regional shopping centres have a larger tenant mix and are ideally located, which would have more exposure to better retail opportunities.

Therefore, it is possible to hypothesise that:

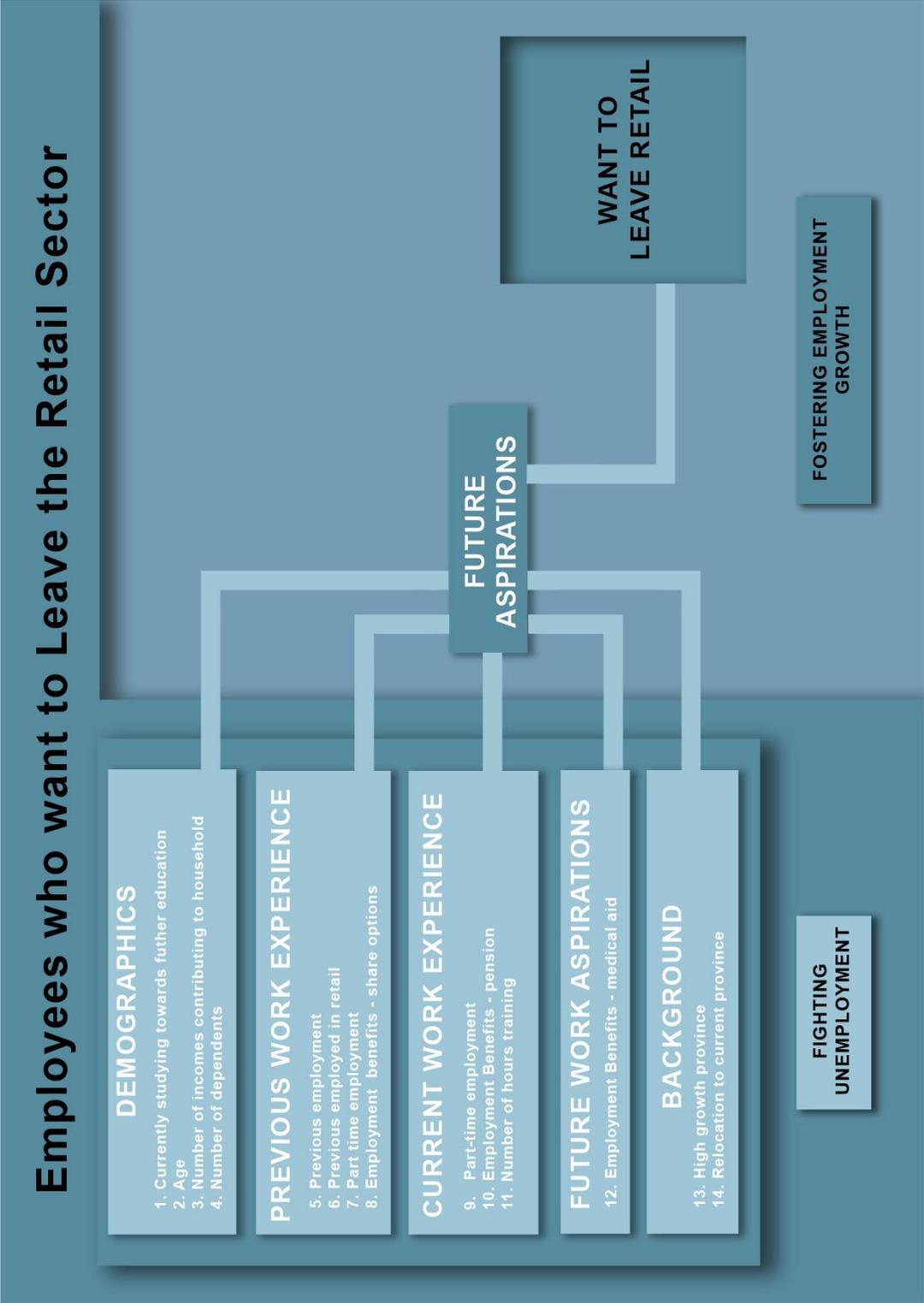
H₄ - Background will be positively correlated with wanting to remain in retail in the future.

H_{4a} – Employees working at larger shopping centres are more likely to remain in retail in the future.

3.2 Model 2 - Employees who want to leave retail

The hypothesis presented in this model identifies the characteristics of employees who wanted to leave retail and is based on seeing retail as transient employment until opportunities for a new career arise.

Figure 8: Employees who want to leave the retail sector



The demographic trend amongst employees seeing employment in retail as transient and wanting to leave retail for a new career, was identified as: employees having current education training age; the number of incomes contributing to a household and the number of dependents. Employees who are studying towards higher or further education usually in other sectors, are employed in retail due to the flexible work schedules and no prior skill requirements for employment in this sector. These employees are more likely to leave this sector. This could imply a positive career opportunity for the employee in the future. So too are employees who are younger and in transient employment and looking for newer, better opportunities. Employees who have a number of dependents and a number of incomes contributing to the household are also likely to leave the retail sector. This could imply that employees are currently negatively trapped in current employment.

Therefore, it is possible to hypothesise that:

H₅ - Demographics will be positively correlated with wanting to leave retail in the future.

Human Capital Development

H_{5a} - Currently studying towards further education is correlated with a greater likelihood of wanting to leave retail in the future.

Biographical Characteristics

H_{5b} - Youth age is correlated with a greater likelihood of wanting to leave retail in the future.

Demographic Stability

H_{5c} - The number of incomes contributing to the household is correlated with a greater likelihood of wanting to leave retail in the future.

H_{5d} - The number of dependents is correlated with a greater likelihood of wanting to leave retail in the future.

Work experience related to being previously employed, being previously employed in retail, and the capacity of employment to be done part-time, are characteristics which influence the need of transient employees to leave retail. Employees who have been employed previously in other sectors and are currently employed in retail as transient employees, and those who have been previously employed in retail, perceive other sectors to offer improved stability and quality of employment. As such, they are likely to leave this sector.

Related to part-time employment is the unwillingness of employers to provide training as the transient employees who might leave their employment. Part-time employment also represents more work-related stress due to the nature of the employment, which can be stressful and lack stability and ideal conditions. Employees who are exposed to increased levels of job insecurity, low wages, part-time employment and more gendered work environments are afflicted with work-related stress. Employees who are at different points in their life journey, where benefits to remuneration packages may have different implications depending on where they are in their journey, are more likely to leave retail

employment. They may perhaps want to use the monies utilised to contribute to these benefits rather as deposits for own homes and to acquire other assets enabling them to move from transient employees to settled employees. Employees receiving limited training with potentially limited value in terms of their career progression are more likely to leave retail employment.

Therefore, it is possible to hypothesise that:

H₆ - Previous Work Experience will be positively correlated with wanting to leave retail in the future.

H_{6a} - Having been previously employed in another sector is correlated with a greater likelihood of wanting to leave retail in the future.

H_{6b} - Having been previously employed in retail is correlated with a greater likelihood of wanting to leave retail in the future.

H_{6c} - Having been previously employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future.

H_{6d} - Having an employment benefit such as share options in previous employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

Therefore, it is possible to hypothesise that:

H₇ - Current work experience will be positively correlated with wanting to leave retail in the future.

H_{7a} - Being currently employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future.

H_{7b} - Having an employment benefit such as a pension in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

H_{7c} - Having work-related stress in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

H_{7d} - A lower number of hours of training at current employment is correlated with a greater likelihood of wanting to leave retail in the future.

Therefore, it is possible to hypothesise that:

H₈ - Future work experience will be positively correlated with wanting to remain in retail in the future.

H_{8a} - Having an employment benefit such as medical aid in future employment in retail is correlated with a greater likelihood of wanting to leave retail in the future.

The economic growth of the province in which the employee is employed, or relocation to the province due to improved working conditions, represents opportunities or missed-opportunities for both demographic stability and work experience which would influence “transient” employees. Employees from low-growth provinces who have relocated to high-growth provinces for improved

working conditions in current employment and are exposed to larger markets and other opportunities of employment are more likely to leave the retail sector.

Therefore, it is possible to hypothesise that:

H₉ - Background will be positively correlated with wanting to leave retail in the future.

Regional differences

H_{9a} - The higher the growth in the region you live in, the greater the likelihood of wanting to leave retail in the future.

H_{9b} - Relocating to the current province for improved working conditions is correlated with a greater likelihood of wanting to leave retail in the future.

Chapter 4

Research Methodology

4.1 Introduction

The research aimed to analyse the characteristics of the two groups of employees as discussed previously: employees who remain in retail and employees who leave retail.

The research was based on inductive reasoning. Inductive reasoning, according to Zimkund, (2003), is a logical process of establishing a general proposition on the basis of observation of particular facts. The literature review formed the theoretical basis for the preparation of the collection of relevant data.

This section of the research included a description of the research design, population, sample, data collection procedures and instruments validation (Okpara and Wynn, 2008) that were used when conducting the research.

4.2 Research Methodology

The research strategy used was that of hypothesis testing, which was designed to describe the characteristics of a population (Zikmund, 2003). Hypothesis testing often helps to segment and target markets (Zikmund, 2003).

4.2.1 Research process

The stages of the research process included: (1) defining the problem, (2) planning a research design, (3) planning a sample, (4) collecting data, (5) analyzing the data, and (6) formulating the conclusion and preparing the report (Zikmund, 2003). The stages overlapped chronologically and were functionally interrelated. Forward linkage was applied, which meant that earlier stages of the research influenced the design of the later stages (Zikmund, 2003). It was assumed for instance, that the level of education would be lower than that of the researcher for the respondents; therefore the wording of the questionnaire was simpler and the questionnaires were conducted by the researcher in person and by trained research associates.

A structured questionnaire was designed which was divided into two sections: the first related to demographic information and the second to actual issues investigated (Abratt *et al.*, 1999). The questionnaire at this stage was based on evidence from previous research. Secondary data from previous studies was utilised as the basis for understanding the data required as primary data for the study.

4.2.2 Rationale for the method

A questionnaire was designed with a series of close-ended questions as this was appropriate for a quantitative analysis. These also required less interviewer skill, less time and were easier to answer. The respondent was given limited alternative responses and asked to choose one closest to his/her viewpoint (Zikmund, 2003). The standardised results were therefore easier to code,

tabulate, and interpret. The layout of the questionnaire was presented on a single A4 page thereby reducing the risk of non-response due to the number of questions. The questionnaire was sequenced deliberately in order to maintain the interest of the respondent, which contributed to the success of the survey.

The face-to-face survey method was used to capture the primary data required for the research. Similar methodology was used in studies conducted in Nigeria, to avoid loss and delay due to the weaknesses in communication and the postal system in Nigeria (Okpara and Wynn, 2008). South Africa faces similar challenges in terms of communication and postal systems, hence direct face-to-face interviews were conducted by trained research associates and the researcher at various shopping centres in different geographical locations, to ensure that complete and precise information was retrieved. By conducting direct interviews it ensured a higher participation rate, as information was gathered and recorded by the researcher, and all the respondents had to do was answer the directed question. These interviews lasted approximately 15 minutes each.

Although quantitative, relevant interesting quotes were recorded.

4.3 Unit of Analysis

The unit of analysis for the study was the employee, who completed the questionnaire in a face-to-face interview format with the fieldwork consultant.

4.4 Population

A stratified sampling method was used to identify the respondents for the study for some of the variables. According to Okpara and Wynn (2008), stratified sampling allows the researcher to obtain a greater degree of representativeness thus reducing the probable sampling error and ensuring that different groups in a population are adequately represented in the sample.

Once the unit of analysis was established as the employee in the store, the population was further characterised according to provincial region; type of shopping centre where the respondent was employed; type of store, being national store or line shop; level of employment in terms of primary and secondary employment; and type of employment in terms of full-time or part-time employment.

Therefore, on a national level, South Africa was the general scope of the research. Previous studies have identified specific metropolitan areas. Chandra *et al.* (2001) selected Johannesburg areas for their study as Johannesburg represents an integral part of South Africa's industrial sector, and lessons for the Johannesburg LED pilot were likely to be applicable to other metropolitan areas and the broader national economy. It was felt that this would identify a skewed analysis of the intention of the study, because of the research hypotheses that the dynamism of the economic context affects retail employment. South Africa was therefore divided into sub-groups of geographical areas related to the nine provinces. This area of the study

identifies with the secondary data referred to earlier from the labour statistics which have been identified in this manner.

Within the realms of the shopping centre industry, extensive studies have been compiled by the Investment Property Databank (IPD) and the South African Council of Shopping Centres (SACSC). Together they provided a retail performance benchmarking service on a quarterly basis. The system enabled benchmarking at centre level by giving a detailed merchandise category against market norms for all key performance measures. Details of typical output measures at centre and category level were on a high level aimed at the shopping centre and the retailer, not at the employee. The study identified 60 centres throughout South Africa, categorised as super-regional shopping centres, regional shopping centres, and community shopping centres (Mamabola, 2006).

4.5 Size and Nature of the Sample

For the initial pilot study, a regional shopping centre in Gauteng was identified and a total number of ten (n=10) respondents were interviewed. For the final study, a sample of four hundred and twenty (n=420) respondents was selected from the unit of analysis and population. The sample was stratified along three dimensions: these were province, shopping centre type and level of employment.

It was decided to conduct the research in three identified provinces. The researcher identified provinces in terms of economic growth per province. The

provinces were identified as follows: a high-growth province, namely, Gauteng; a medium- growth province, namely the Free State; and a low-growth province, namely the Eastern Cape.

Ten shopping centres in total were identified and forty-two responses were received from each mall, hence the sample of four hundred and twenty. The population at this stage was further divided into the four types of shopping centres namely, super-regional shopping centres, regional shopping centres, community shopping centres and convenience shopping centres. The respondents were selected from a roughly equal number of shopping centres per region.

With Gauteng being the only province identified as having a super-regional shopping centre, only one centre of this type was identified in the study in this region. Therefore a total of four shopping centres were identified in Gauteng. Three shopping centres from each of these provinces were identified for Free State and Eastern Cape; hence a total number of three shopping centres in each of these two regions. A total of 10 centres formed the research base.

Further subgroups were selected from the level of employment based on primary and secondary employees with the two tiers of each. In the retail industry these are identified as: (1) Managerial; (2) Supervisory; (3) Shop/Sales Assistants; (4) Clerical; (5) Other.

Care was given to include a variety of respondents between national stores and line shops (SMME), with national stores representing a larger proportion. Further retail sub-sectors were identified as the follows: (1) Furniture/Electrical/DIY; (2) Photographic/Optical/Computers/Office; (3) Clothing/Shoes; (4) Food (all); (5) Newspaper/Stationery/Books; (6) Non-specialised Department Stores; (7) Other. The respondents were selected from a proportional base to each retail sub-sector represented in the shopping centre type selected. This sample was then further sub-grouped into full-time and part-time/casual employees.

4.6 The research instrument used

The main research instrument used was a quantitative structured questionnaire which consisted of forty-five questions divided into two main sections. Refer to Appendix 2 for a sample of the questionnaire utilised for the final survey. The first section of the questionnaire related to demographic information and the second to actual issues investigated (Abratt *et al.*, 1999).

Under the section on “Demographic Information”, personal characteristics such as age, gender, race, marital status and human capital, such as education levels, were identified (Golden and Gebreselassie, 2007). This section identified further “Demographic Stability”, such as number of dependents and number of incomes contributing to the household.

Structured questions which related to the quality and stability of employment were used. These related to issues such as work hours status, for example,

working either standard or long work-weeks, working part-time, on a daytime or non-traditional shift, and the flexibility of daily timing (Golden and Gebreselassie, 2007). This section of the questionnaire clearly identified previous employment, current employment and future aspirations.

4.7 Data Collection Process

The identified shopping centre management or in some instances, owners of the property, were contacted to canvass their co-operation. A copy of the questionnaire (see Appendix 2), together with a letter explaining the objectives and scope, was explained telephonically to the relevant parties (Abratt, Bendixen and Drop, 1999). Those shopping centres which agreed to participate in the research were then contacted to arrange an actual date when the research was to be conducted.

Incentives to complete the questionnaire were not offered and anonymity and complete confidentiality were guaranteed (Abratt *et al.*, 1999). Participation was voluntary and the questionnaire was administered during working hours.

Data for the study were collected from the end of July 2008 to mid-August 2008. This period was critical as it was before the next change in season for fashion retailers, hence a larger response rate was received. Interviews were conducted over Friday, Saturday and Sunday periods as this gave access to part-time/casual employees.

4.8 Data Analysis

The data collected was analysed mainly through linear regression with some descriptive statistics.

Following convention, the scales used to interpret the data are as follows:

0.05 to 0.1 = marginally significant

0.01 to 0.05 = significant

0.000 to 0.01 = highly significant

4.9 Data Management

Trained research associates were briefed to collect data from the employees at the various shopping centres identified. As per previous studies as conducted by Jackson T, 2002, attempts were made to match the (good) standing of the trained research associates to obtain, as far as possible, equivalent samples. To minimise the effects of sampling error from these stratified samples, data was obtained from the trained research associates.

Data management was a continuous process throughout the research. Data was captured twice to verify accuracy once by the researcher and separately by a statistician. Accuracy meant that the final output of information was valid and reliable.

4.10 Data Validity and Reliability

The results obtained from the pilot study confirmed that the questionnaire had content validity as it represented a comprehensive sample of the subject matter being researched. The pilot test was performed in order to establish the highest degree of reliability (Okpara and Wynn, 2008). The pre-test was conducted on a sample (n=10), ten questionnaires. A structured questionnaire was used which was divided into two sections: the first related to demographic information and the second to actual issues investigated (Abratt *et al.*, 1999). The questionnaire at this stage was based on evidence from previous research.

Exploratory questions were asked to ascertain the validity of the proposed questionnaire and the employees' interest in answering it. Revisions were made to the questionnaire once feedback from the pre-test had been analysed. This enabled the development of the final questionnaire.

4.11 Potential Research Limitations

Like all research, the study has several limitations (Okpara and Wynn, 2008).

The limitations identified were as follows:

- The research aimed to cover the identified areas analysing the retail industry in South Africa. The sample size selected is not a representation of all retail in South Africa as the total sample size was n=420 for the purposes of the study. This limitation in sample size was due to the limited time as well as access constraints in gathering information for the study.

- The study was based on intent to stay or leave retail. The responses may or may not be based all on intent as intent may or may not be acted upon.
- The study aimed to analyse the type of shopping centre influence on the decision of the respondent to want to remain in retail or leave. Ten shopping centres were identified for the research from an approximate number of fifteen thousand shopping centres represented throughout the country. This limitation was owing to the time and access constraints in accessing all shopping centres for the study.
- Only one super-regional type shopping centre was selected for the study. This type of shopping centre would only be represented in high-growth provinces. Only one high-growth province was selected for the study. This limitation would mean that data collected at this centre may not be representative of information that may be collected at other same centre type in other high-growth provinces.

4.12 Conclusion

The research design and methodology utilised supported the collection and analysis of the data for the purpose of the research to identify the characteristics of employees who want to remain in retail and employees who want to leave retail.

Chapter 5

Research Findings

5.1 Introduction

The results presented in this chapter are based on responses received from the questionnaire (see Appendix 2). Due to the nature of the survey being face-to-face interviews, a one hundred percent response rate was received with the total number of questionnaires completed being four hundred and twenty. Each respondent answered all 44 questions.

The results obtained are discussed in two sections below as the researcher uses both descriptive statistics and linear regression analysis to test the models and interpret the data collected. The first section discusses the results from the descriptive statistics highlighting certain questions analysed. The second section discusses the results obtained from the linear regression analysis. The researcher regressed “want to remain in retail in the future” and “want to leave retail in the future” as the outcome variables independently in order to assess the effect of the various dependent variables.

5.2 Overall Descriptive Stats

Of the 44 questions, only a few are highlighted to be discussed. These include:

Future Aspirations:

Question 44 is used to determine the respondents' future aspirations. This question is divided into two sections: "remain in retail" or "leave retail". Should the respondents choose to remain in retail, the research then seeks to understand whether they would want to advance in current position in retail, start a business in the informal sector, or start a small business.

The results as indicated in Appendix 3, indicates 278 respondents (representing 66.20 percent of the total) want to remain in retail employment and only 142 respondents (representing 33.80 percent of the total) want to leave retail in the future.

From the 278 respondents (representing 66.20 percent of the total), 186 respondents (representing 67.00 percent of 278 respondents) want to advance in their current position in retail and 92 respondents (representing 33.00 percent of 278 respondents) want to start a new business either in the formal or informal sector.

Gender:

Question 6 is used to confirm the respondents' gender. The results as indicated in Appendix 3, indicates 254 respondents (representing 60.50 percent of the total) were female and 166 respondents (representing 39.50 percent of the total) were male.

Age:

Question 8 is used to determine the age groups of the respondents. The responses are grouped into categories of: 18 – 23 years; 24 - 29 years; 30 – 35 years; 36 – 41 years; 42 – 50 years; and above 50 years.

The results as indicated in Appendix 3, indicates 133 respondents (representing 31.70 percent of the total) were between 18 – 23 years, 139 respondents (representing 33.10 percent of the total) were 24 - 29 years, 74 respondents (representing 17.60 percent of the total) were 30 - 35 years, 36 respondents (representing 8.60 percent of the total) were 36 - 41 years, 27 respondents (representing 6.40 percent of the total) were 42 – 50 years and 11 respondents (representing 2.60 percent of the total) were above 50 years.

Level of Employment:

Question 5 is used to determine the respondents' level of employment. This question is divided into two sections: "primary level employment" and "secondary level employment". A range a of positions of current employment correlating to these two levels were presented to the respondents in the questionnaire.

The results are grouped into the two main categories and indicate as in Appendix 3, represents 136 respondents (representing 32.40 percent of the total) are employed in primary level employment and 284 respondents (representing 67.60 percent of the total) are employed in secondary level of employment.

Retail Ownership:

Question 4 is used to confirm the type of ownership of the store in which the respondents are employed. The results as indicated in Appendix 3, indicate 283 respondents (representing 67.40 percent of the total) are employed at national stores and 137 respondents (representing 32.60 percent of the total) are employed at line shops (SMME's).

Level of education completed:

Question 19 refers to the respondent's level of education. The results as indicated in Appendix 3, indicates 157 respondents (representing 37.40 percent of the total) have completed less than Grade 12 education, 134 respondents (representing 31.90 percent of the total) have completed Grade 12 education and 129 respondents (representing 30.70 percent of the total) have achieved tertiary education.

Currently studying towards next formal education:

Question 19 is used to confirm the respondent's next formal education. The results as indicated in Appendix 3, indicates 16 respondents (representing 3.80 percent of the total) are currently completing education Grade 12 or less, 117 respondents (representing 27.70 percent of the total) are currently completing tertiary education and 287 respondents (representing 68.30 percent of the total) are not currently studying towards any further formal education.

5.3 Results for Models

The results obtained from the linear regression analysis are tabled below. The two models regressed “want to remain in retail in the future” and “want to leave retail in the future” as the outcome variables independently in order to assess the effect of the various dependent variables. Both models are discussed in turn.

With regard to the independent variables, following convention, the scales used to interpret the data are as follows:

0.05 to 0.1 = marginally significant

0.01 to 0.05 = significant

0.000 to 0.01 = highly significant

5.3.1 Results for Model 1

The outcome variable to test Model 1 is “Remain in Retail”.

The overall model fit is good. The model is highly significant at .000 with an F value at 5.355 and Adjusted R Square at 0.201. All these indices provide a strong indication that the model presented is highly significant.

Table 2: Summary Model 1

Summary_Model 1

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1 | .497(a) | 0.247 | 0.201 | 0.984 |

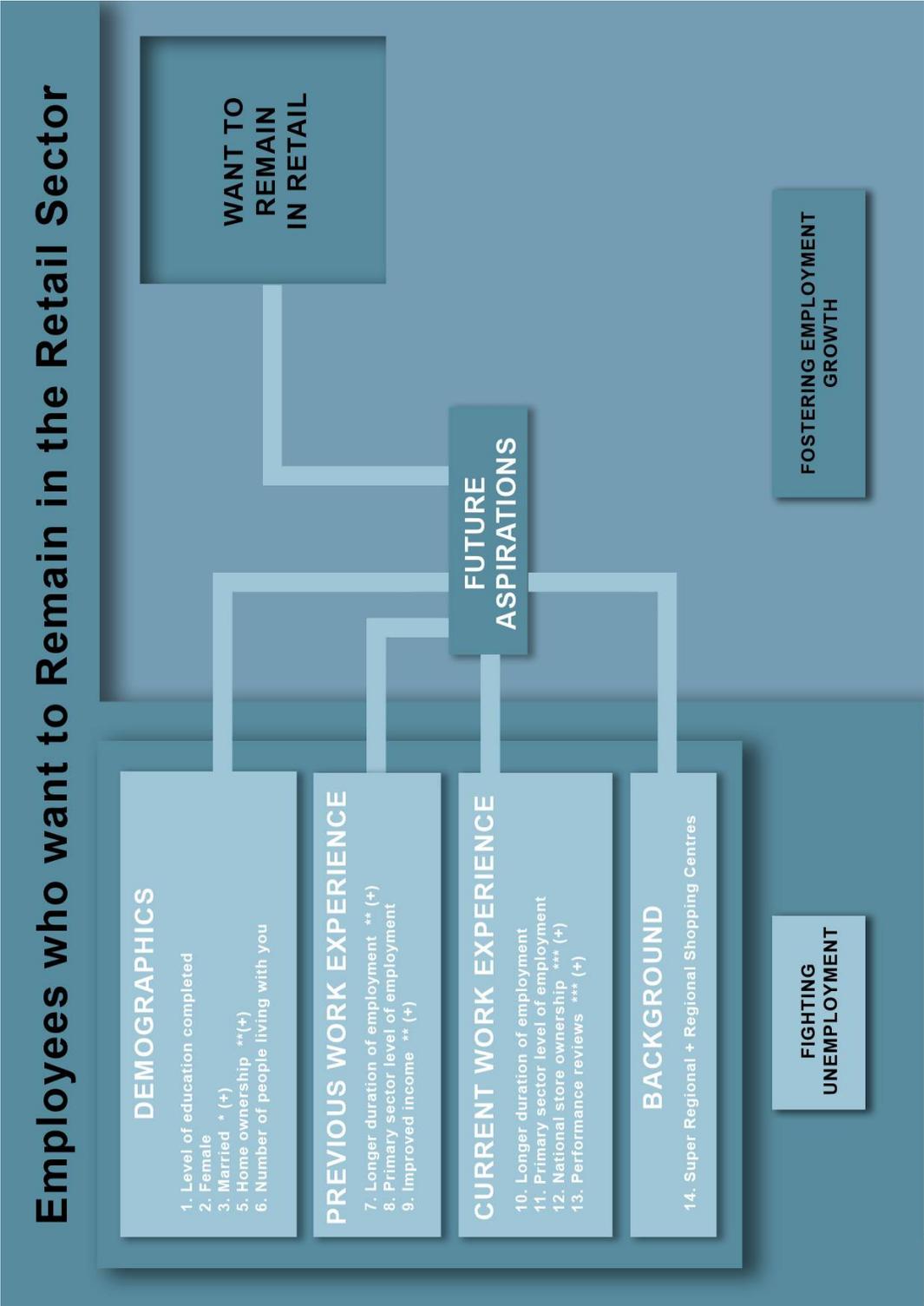
ANOVA(b)_Model 1

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|---------|
| 1 | Regression | 124.397 | 24 | 5.183 | 5.355 | .000(a) |
| | Residual | 379.449 | 392 | 0.968 | | |
| | Total | 503.847 | 416 | | | |

Coefficients(a)_Model 1

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
|----------|---|------------|---------------------------|--------|------------|-------|
| | B | Std. Error | Beta | B | Std. Error | |
| 1 | Demographics | | | | | |
| | Human Capital | | | | | |
| | Level of education completed | -0.002 | 0.054 | -0.001 | -0.03 | 0.976 |
| | Biographical Characteristics | | | | | |
| | Female | -0.137 | 0.104 | -0.061 | -1.316 | 0.189 |
| | Married | 1.741 | 1.012 | 0.719 | 1.721 | 0.086 |
| | Living together not married | 1.944 | 1.029 | 0.359 | 1.889 | 0.06 |
| | Divorced | 1.771 | 1.047 | 0.28 | 1.692 | 0.091 |
| | Widowed | 1.781 | 1.16 | 0.137 | 1.536 | 0.125 |
| | Single | 1.906 | 0.995 | 0.839 | 1.915 | 0.056 |
| | Demographic Stability | | | | | |
| | You and/or spouse own the house | 0.483 | 0.235 | 0.225 | 2.059 | 0.04 |
| | Family own the house you are living in | 0.151 | 0.262 | 0.069 | 0.579 | 0.563 |
| | Friends own the home you are live in | -1.865 | 0.564 | -0.165 | -3.31 | 0.001 |
| | Landlord owns the home you are live in | -0.032 | 0.271 | -0.013 | -0.118 | 0.906 |
| | How many people live with you? | -0.046 | 0.029 | -0.082 | -1.588 | 0.113 |
| | Work Experience | | | | | |
| | Previous work experience | | | | | |
| | Duration of previous employment(months) | 0.002 | 0.001 | 0.117 | 2.273 | 0.024 |
| | Previous level of employment (Primary level or secondary level of employment) | 0.111 | 0.128 | 0.045 | 0.864 | 0.388 |
| | Left previous employment due to Better income | 0.236 | 0.107 | 0.104 | 2.197 | 0.029 |
| | Left previous employment due to being Retrenched | -0.244 | 0.195 | -0.059 | -1.25 | 0.212 |
| | Left previous employment due to Better company benefits | 0.221 | 0.18 | 0.056 | 1.223 | 0.222 |
| | Duration of current employment | 0 | 0.001 | 0.013 | 0.265 | 0.791 |
| | Current work experience | | | | | |
| | Current Level of Employment (Primary level or Secondary level of employment) | 0.136 | 0.114 | 0.061 | 1.2 | 0.231 |
| | Store Ownership : National Retailer | 0.505 | 0.109 | 0.214 | 4.613 | 0 |
| | Does company conduct regular performance reviews | 0.153 | 0.046 | 0.16 | 3.349 | 0.001 |
| | Background | | | | | |
| | Shopping Centre Type : Super Regional Shopping Centre | -0.239 | 0.185 | -0.065 | -1.288 | 0.199 |
| | Shopping Centre Type : Regional Shopping Centre | -0.117 | 0.129 | -0.049 | -0.909 | 0.364 |
| | Shopping Centre Type : Convenience Shopping Centre | -0.376 | 0.132 | -0.157 | -2.845 | 0.005 |

Figure 9: employees who want to remain in the retail sector



5.3.1.1 Demographics

5.3.1.1.1 Human Capital

The model reveals no statistically significant relationship between the level of education completed and remaining in retail employment in the future.

5.3.1.1.2 Biographical Characteristics

Gender:

The model reveals no statistically significant relationship between gender and remaining in retail employment in the future.

5.3.1.1.3 Demographic Stability

Marital Status:

The model reveals no statistically significant relationship between being widowed and remaining in retail employment in the future. However, the model reveals that there is a marginally statistically significant relationship between being married or living together and not being married or divorced or being single and remaining in retail employment in the future. These relationships are positive, meaning that people who are either married or living together and not married or divorced or single are inclined to want to remain in retail.

Home Ownership:

The model reveals no statistically significant relationship with regard to a family owning the home they are currently living in, or a landlord owning the home they are currently living in, and remaining in retail employment in the future. The

model also reveals that there is a statistically significant relationship among people owning the home they live in, and remaining in retail employment in the future. The relationship is positive, meaning that people who own their own home are more inclined to want to remain in retail. However, the model reveals that there is a highly significant relationship between friends owning the home currently lived in and not wishing to remain in retail employment in the future. The relationship here is negative, meaning that people who live in homes owned by their friends are more inclined to want to leave retail.

Number of people living with the respondent

The model reveals no statistically significant relationship between the number of people living with the respondent and remaining in retail employment in the future.

5.3.1.2 Work Experience – Current and Previous Employment

5.3.1.2.1 Duration of Employment

Duration of Previous Employment:

The model also reveals that there is a statistically significant relationship between the duration of previous employment and remaining in retail employment in the future. The relationship is positive, meaning that people who have had a longer tenure in their previous employment are more inclined to want to remain in retail.

Duration of Current employment:

The model reveals no statistically significant relationship regarding the duration of current employment and remaining in retail employment in the future.

5.3.1.2.2 Level of Employment**Level of previous employment:**

The model reveals no statistically significant relationship between the level of previous employment and remaining in retail employment in the future.

Level of current employment:

The model reveals no statistically significant relationship between the current level of employment and remaining in retail employment in the future.

5.3.1.2.3 Reasons for leaving Previous Employment

The model reveals no statistically significant relationship between leaving previous employment due to retrenchment or leaving due to improved company benefits, in terms of remaining in retail employment in the future. However, the model reveals that there is a statistically significant connection between leaving previous employment for improved levels of income and remaining in retail employment in the future. The relationship is positive, meaning that people who left previous employment for improved levels of income are inclined to want to remain in retail.

5.3.1.2.4 Store ownership

The model reveals that there is a highly significant relationship between store ownership of a national store and remaining in retail employment in the future. The relationship here is positive, meaning that people who are employed at a national store are more inclined to want to remain in retail.

5.3.1.2.5 Performance reviews

The model reveals that there is a highly significant difference between performance reviews conducted by employers and remaining in retail employment in the future. The relationship is positive, meaning that employees receiving feedback from performance reviews are inclined to want to remain in retail.

5.3.1.3 Background of employees who want to remain in the retail sector

5.3.1.3.1 Type of shopping centre

The model reveals no statistically significant relationship between employment at a super-regional shopping centre or regional shopping centre in terms of remaining in retail employment in the future. However, the model reveals that there is a statistically significant relationship between employment at a convenience shopping centre and remaining in retail employment in the future. The relationship is negative, meaning that people working in convenience shopping centres are inclined to want to leave retail.

5.3.2 Results for model 2

The outcome variable to test Model 2 is “leave retail in the future.”

The overall model fit is good. The model is highly significant at .000 with an F value at 3.525 and Adjusted R Square at 0.131. All these indices provide a strong indication that the model presented is highly significant.

Table 3: Summary Model 2

Summary_Model 2

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 2 | .428(a) | 0.183 | 0.131 | 1.124 |

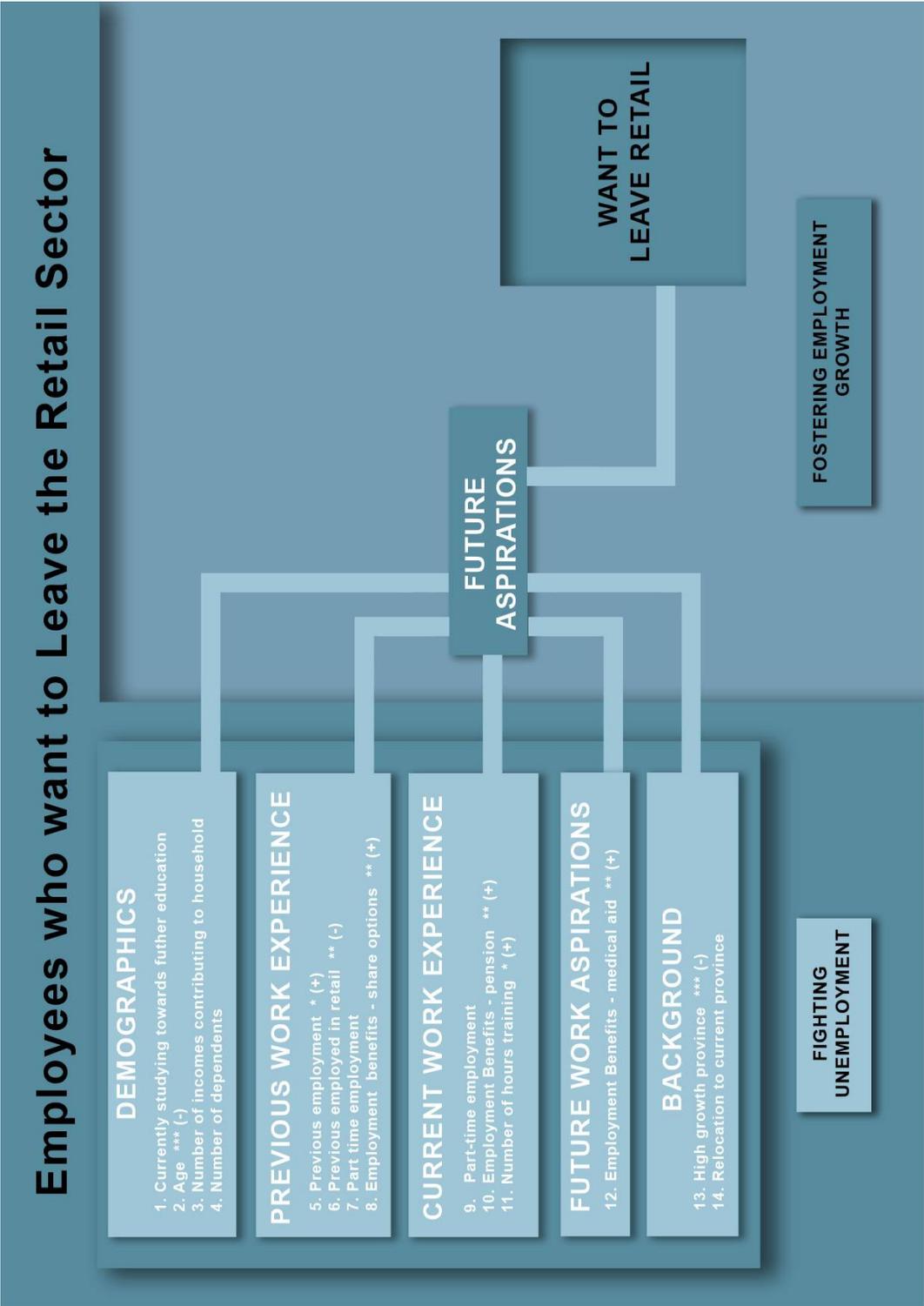
ANOVA(b)_Model 1

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|------|
| 2 | Regression | 111.31 | 25 | 4.452 | 3.525 | 0 |
| | Residual | 496.437 | 393 | 1.263 | | |
| | Total | 607.747 | 418 | | | |

Coefficients(a)_Model 2

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
|----------|--|------------|---------------------------|--------|------------|-------|
| | B | Std. Error | Beta | B | Std. Error | |
| 2 | Demographics | | | | | |
| | Human Capital | | | | | |
| | Current level of education | 0.051 | 0.037 | 0.071 | 1.4 | 0.162 |
| | Biographical Characteristics | | | | | |
| | Age | -0.029 | 0.008 | -0.21 | -3.637 | 0 |
| | Demographic Stability | | | | | |
| | Number of incomes contributing to | 0.09 | 0.069 | 0.064 | 1.307 | 0.192 |
| | Number of dependents | 0.099 | 0.048 | 0.102 | 2.054 | 0.041 |
| | Work Experience | | | | | |
| | Previous work experience | | | | | |
| | Yes, previously employed | 0.34 | 0.181 | 0.128 | 1.878 | 0.061 |
| | Yes, previously employed in retail | -0.347 | 0.144 | -0.144 | -2.416 | 0.016 |
| | Previously employed in Part time / casual capacity | 0.075 | 0.163 | 0.025 | 0.461 | 0.645 |
| | Previous employment benefits : Medical Aid | -0.119 | 0.264 | -0.035 | -0.45 | 0.653 |
| | Previous employment benefits : Pension | 0.08 | 0.236 | 0.026 | 0.339 | 0.735 |
| | Previous employment benefits : On-site training | -0.32 | 0.17 | -0.109 | -1.877 | 0.061 |
| | Previous employment benefits : Share Option | 0.991 | 0.331 | 0.148 | 2.991 | 0.003 |
| | Current work experience | | | | | |
| | Current employment benefits :Medical Aid | -0.186 | 0.179 | -0.065 | -1.042 | 0.298 |
| | Current employment benefits :Pension | 0.364 | 0.158 | 0.142 | 2.31 | 0.021 |
| | Current employment benefits :On-site training | -0.078 | 0.136 | -0.032 | -0.577 | 0.564 |
| | Current employment benefits :Share Option | -0.395 | 0.296 | -0.065 | -1.331 | 0.184 |
| | Other current employment benefits | 0.454 | 0.214 | 0.103 | 2.122 | 0.034 |
| | Currently employed in Part-time/ Casual capacity | 0.132 | 0.152 | 0.046 | 0.871 | 0.385 |
| | Work related stress experienced currently | 0.1 | 0.056 | 0.088 | 1.79 | 0.074 |
| | Number of hours currently of training per year | -0.004 | 0.003 | -0.064 | -1.264 | 0.207 |
| | Future Aspirations | | | | | |
| | Future employment benefits : medical aid | 0.286 | 0.145 | 0.118 | 1.969 | 0.05 |
| | Future employment benefits : pension | -0.346 | 0.151 | -0.143 | -2.297 | 0.022 |
| | Future employment benefits : training | 0.014 | 0.137 | 0.005 | 0.101 | 0.919 |
| | Background | | | | | |
| | Low Growth Province - Eastern Cape | -0.232 | 0.161 | -0.088 | -1.437 | 0.151 |
| | High Growth Province - Gauteng | -0.52 | 0.154 | -0.212 | -3.382 | 0.001 |
| | Yes, relocated to current province for improved working conditions | -0.149 | 0.132 | -0.056 | -1.129 | 0.259 |

Figure 10: Employees who want to leave the retail sector



5.3.2.1 Demographics

5.3.2.1.1 Human Capital Development

The model reveals no statistically significant relationship between currently studying towards further education and leaving retail employment in the future.

5.3.2.1.2 Biographical characteristics

The model reveals that there is a highly statistically significant relationship between age and leaving retail employment in the future. The relationship is negative, meaning that people who are older are inclined to want to remain in retail.

5.3.2.1.3 Demographic stability

Number of incomes contributing to the household:

The model reveals no statistically significant relationship between the number of incomes contributing to the household and leaving retail employment in the future.

Number of dependents:

The model reveals that there is a statistically significant relationship between the number of dependents and leaving retail employment in the future. The relationship is positive, meaning that people who have dependents are inclined to want to leave retail.

5.3.2.2 Work experience – current and previous employment

5.3.2.2.1 Previous employment

Previous employment:

The model reveals that there is a marginally statistically significant relationship between being previously employed and leaving retail employment in the future.

The relationship is positive, meaning that people who have been previously employed are inclined to want to leave retail.

Previous employment in retail:

The model reveals that there is a statistically significant relationship between being previously employed in retail and leaving retail employment in the future.

The relationship is negative, meaning that people who have been previously employed in retail are inclined to want to remain in retail.

5.3.2.2.2 Employment capacity

Previous employment in part-time capacity:

The model reveals that there is no statistically significant relationship between being previously employed in part-time capacity in retail and leaving retail employment in the future.

Current employment in part-time capacity:

The model reveals that there is a no statistically significant relationship between being currently employed in a part-time capacity in retail and leaving retail employment in the future.

5.3.2.2.3 *Employment benefits*

Previous employment benefits:

The model reveals that there is a no statistically significant relationship between previous employment benefits such as medical aid or pension and leaving retail employment in the future. The model reveals that there is a marginally significant connection between a previous employment benefit of on-site training and leaving retail employment in the future. The relationship is negative, meaning that people who have previously received on-site training are inclined to want to remain in retail. The model also reveals that there is a significant relationship between a previous employment benefit of share options and leaving retail employment in the future. The relationship is positive, meaning that people who have received share options as benefits in previous employment are inclined to want to leave retail.

Current employment benefits:

The model reveals that there is a no statistically significant relationship between current employment benefits such as medical aid or on-site training or share options, and leaving retail employment in the future. The model reveals that there is a significant connection between a current employment benefit of pension and leaving retail employment in the future. The relationship is positive, meaning that people who are receiving pensions as benefits are inclined to want to leave retail. The model also reveals that there is a significant connection between having other current employment benefits and leaving retail employment in the future. The relationship is positive, meaning that people who have received other employment benefits are inclined to want to leave retail.

Future employment benefits:

The model reveals that there is a no statistically significant relationship between future employment benefits such as training, and leaving retail employment in the future. The model reveals that there is a significant difference in the future employment benefit of medical aid and leaving retail employment in the future. The relationship is positive, meaning that people who are likely to receive medical aid as benefits in the future are inclined to want to leave retail. The model also reveals that there is a significant connection between a future employment benefit of a pension, and leaving retail employment in the future. The relationship is negative, meaning that people who will be receiving the employment benefit of pensions in the future are inclined to want to remain in retail.

5.3.2.2.4 Work related stress

The model reveals that there is a marginally statistically significant relationship between work-related stress and leaving retail employment in the future. The relationship is positive, meaning that people who have work-related stress are inclined to want to leave retail.

5.3.2.2.5 Training

The model reveals that there is a no statistically significant relationship between the number of hours of training in current employment and leaving retail employment in the future.

5.3.2.3. Background of employees who want to remain in the retail sector

5.3.2.3.1 Province

Economic growth of province

The model reveals no statistically significant relationship between residing in a low-growth province, in terms of leaving in retail employment in the future. However, the model reveals that there is a highly statistically significant connection between residing in a high-growth province and leaving retail employment in the future. The relationship is negative, meaning that people working in high growth provinces are inclined to want to remain in retail.

Relocation to current province:

The model reveals no statistically significant relationship between relocation to the current province for improved working conditions and leaving retail employment in the future.

5.3 Summary

Table 4 indicates a summary of the results for the linear regression for employees who want to remain in the retail sector and Table 5 indicates a summary of the results for the linear regression for employees who want to leave the retail sector.

Table 4: Employees who want to remain in the retail sector

Employees who want to remain in the retail sector

| | Hypotheses | Supported | Significance scale | Expected direction of sign |
|-------------------------------------|---|-----------|--------------------|----------------------------|
| Demographics | | | | |
| Human Capital | | | | |
| H _{1a} | The lower the level of education completed the greater the likelihood of remaining in retail in the future. | no | | |
| Biographical Characteristics | | | | |
| H _{1b} | Female gender is correlated with a greater likelihood of remaining in retail in the future. | no | | |
| Demographic Stability | | | | |
| H _{1c} | Being married is correlated with a greater likelihood of remaining in retail in the future. | yes | * | positive |
| H _{1d} | Owning your own home is correlated with a greater likelihood of remaining in retail in the future. | yes | ** | positive |
| H _{1e} | The number of people living with you is correlated with a greater likelihood of remaining in retail in the future. | no | | |
| Previous Work Experience | | | | |
| H _{2a} | The longer the duration of previous employment in retail the more the likelihood of remaining in retail in the future. | yes | ** | positive |
| H _{2b} | The higher the level of previous employment in retail the more the likelihood of remaining in retail in the future. | no | | |
| H _{2c} | Improved levels of income as the reason for leaving previous employment is correlated with the likelihood of remaining in retail in the future. | yes | ** | positive |
| Current Work Experience | | | | |
| H _{3a} | The longer the duration of current employment in retail the more the likelihood of remaining in retail in the future. | no | | |
| H _{3b} | The higher the level of current employment in retail the more the likelihood of remaining in retail in the future. | no | | |
| H _{3c} | Employees working at national stores are more likely to remain in retail in the future. | yes | *** | positive |
| H _{3d} | Career feedback such as Performance Reviews at current employment is correlated with a greater likelihood of remaining in retail in the future. | yes | *** | positive |
| Background | | | | |
| Type of Shopping Centre | | | | |
| H _{4a} | Employees working at larger shopping centres are more likely to remain in retail in the future. | no | | |

Key:

* Marginal

** Significant

*** highly significant

Table 5: Employees who want to leave the retail sector

Employees who want to leave retail

| | Hypotheses | Supported | Significance scale | Expected direction of sign |
|-------------------------------------|---|-----------|--------------------|----------------------------|
| Demographics | | | | |
| Human Capital | | | | |
| H _{5a} | Currently studying towards further education is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |
| Biographical Characteristics | | | | |
| H _{5b} | Middle age is correlated with a greater likelihood of wanting to leave retail in the future. | yes | *** | negative |
| Demographic Stability | | | | |
| H _{5c} | The number of incomes contributing to the household is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |
| H _{5d} | The number of dependents is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |
| Previous Work Experience | | | | |
| H _{6a} | Having been previously employed is correlated with a greater likelihood of wanting to leave retail in the future. | yes | * | positive |
| H _{6b} | Having been previously employed in retail is correlated with a greater likelihood of wanting to leave retail in the future. | yes | ** | negative |
| H _{6c} | Having been previously employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |
| H _{6d} | Having an employment benefit such as share options in previous employment in retail is correlated with a greater likelihood of wanting to leave retail in the future. | yes | ** | positive |
| Current Work Experience | | | | |
| H _{7a} | Being currently employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |
| H _{7b} | Having an employment benefit such as a pension in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future. | yes | ** | positive |
| H _{7c} | Having work-related stress in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future. | yes | * | positive |
| H _{7d} | A lower number of hours of Training at current employment is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |
| Future Work Experience | | | | |
| H _{8a} | Having an employment benefit such as medical aid in future employment in retail is correlated with a greater likelihood of wanting to leave retail in the future. | yes | ** | positive |
| Background | | | | |
| Regional Differences | | | | |
| H _{9a} | The higher the growth in the region you live in, the greater the likelihood of wanting to leave retail in the future. | yes | *** | negative |
| H _{9b} | Relocating to current province for improved working conditions is correlated with a greater likelihood of wanting to leave retail in the future. | no | | |

Key:

* Marginal

** Significant

*** highly significant

Chapter 6

Results

6.1 Introduction

The research findings as presented in Chapter Five as discussed in further detail in this chapter. These findings are linked to the literature review presented in Chapter Two. The literature review forms the theoretical basis for the interpretation of the research data. The aim of the research is to identify the characteristics of retail employees based on future aspirations. These being employees who want to remain in retail in the future and employees who want to leave retail in the future.

The relevance of the literature as presented in Chapter Two is discussed with the analysis of the findings in this chapter.

6.2 Employees who want to remain in retail

The literature related to this model identifies the characteristics of employees who want to remain in retail. Overall, the literature suggests that once people have “settled” both personally and career wise, they will remain in retail. These employees see retail employment as a career, not as a stepping stone.

6.2.1 Demographics

6.2.1.1 Human capital

The model reveals no statistically significant relationship between the level of education completed and remaining in retail employment in the future. Therefore hypothesis H_{1a} is not supported based on the findings that show the lower the level of education completed the greater the likelihood of remaining in retail in the future.

Contrary to literature presented by Hart *et al* (2006) who contends that retailing has traditionally been “trapped in a low skills, low pay equilibrium” employees with low levels of education do not feel that they are “trapped” in retail employment. These employees may view retail as a career opportunity and are more likely to develop skills in retail employment. In this regard, one respondent, an older male employee residing in a high-growth province, expresses this view point by stating: “*I never finished school and have learnt everything I know from my work. I am happy.*”

6.2.1.2 Biographical Characteristics

Gender:

The model reveals no statistically significant relationship between female gender and remaining in retail employment in the future. Therefore hypothesis H_{1b} which proposes that female gender is correlated with a greater likelihood of remaining in retail in the future is not supported.

According to literature presented by Hart *et al*, 2006, there is an increasing percentage in the participation of women in retail employment. Evidence of this presented in the descriptive statistics, which indicates a larger proportion of female respondents.

The results presented in this research are contrary to the literature presented by Akehurst and Alexander (1995) indicating that the feminisation of retail employment has provided those employees concerned with supplementary household income, and a degree of financial independence. Literature presented by Grubb *et al* (2007) that woman prefer temporary employment due to its association with flexible scheduling. The results of this research further do not support literature presented by Akehurst and Alexander, (1995) that the attitude of retail management toward the employment of women is significant in that it highlights the reliability, commitment, flexibility and loyalty that greater life experience offers.

This could explain in that with high costs of living, all members of a family unit have to be employed to contribute to the household. There is an increase in participation of females in the workforce not only in retail but also in other sectors.

6.2.1.3 Demographic Stability

Marital status:

The model reveals that there is a marginally statistically significant relationship between being married and remaining in retail employment in the future. This relationship is positive, meaning that people who are married are inclined to

want to remain in retail. Therefore hypothesis H_{1c}, proposing that being married is correlated with a greater likelihood of remaining in retail in the future, is supported. Given that responsibilities increase once married and when decisions are made as a unit, people who are married see retail employment as a career.

The model reveals that there is a marginally statistically significant relationship between living together and not being married or divorced or being single and remaining in retail employment in the future. These relationships are positive, meaning that people who either live together and are not married, or divorced, or single are inclined to want to remain in retail. This could imply that because the sense of responsibility has increased for these individuals, they are more likely to want to remain in an environment where they can support themselves.

The model reveals no statistically significant relationship between being widowed and remaining in retail employment in the future. This could imply that the sense of responsibility has changed and other forms of financial support mechanisms are in place.

Home Ownership:

The model also reveals that there is a statistically significant relationship between people owning the home they live in, and remaining in retail employment in the future. The relationship is positive, meaning that people who own their own home are more inclined to want to remain in retail. Therefore hypothesis H_{1d} is supported.

Owning a home brings with it the responsibility of regular monthly payments towards the home and other related expenses. Employees are more likely to remain in an employment where they feel they have stability to cover their living expenses.

The model reveals that there is a highly significant relationship between friends owning the home currently lived in and not wishing to remain in retail employment in the future. The relationship here is negative, meaning that people who live in homes owned by their friends are more inclined to want to leave retail. This could imply peer pressure in the need to be independent as employees are now earning an income and the reliance on relationships where they cannot afford to own their own homes.

The model reveals no statistically significant relationship with regard to a family owning the home they are currently living in or a landlord owning the home they are currently living in, and remaining in retail employment in the future. An explanation for this non-significance could be related to viewing the relationship with family as more lenient and rental may be at a reduced rate. There is no personal relationship linked to a landlord hence there would be no significance in the decision to remain in retail employment.

Number of people living with the respondent:

The model reveals no statistically significant relationship between the number of people living with you and remaining in retail employment in the future.

Therefore hypothesis H_{1e} , which proposes that the number of people living with you is correlated with a greater likelihood of remaining in retail in the future is not supported.

The non-significance could imply that the number of people living with you is not constant and varies from time to time. Hence people come to live with you until they are able to support themselves at which point they move out. The employee does not necessarily support these individuals financially.

6.2.2 Work Experience – current and previous employment

6.2.2.1 Duration of Employment

Duration of Previous employment:

The model also reveals that there is a statistically significant relationship between the duration of previous employment and remaining in retail employment in the future. The relationship is positive, meaning that people who have had a longer tenure in their previous employment are more inclined to want to remain in retail. Therefore hypothesis H_{2a} , which proposes that the longer the duration of previous employment in retail the more the likelihood of remaining in retail in the future, is supported.

Previous literature implying that due to longer duration of employment in retail, employees are not exposed to any other careers and develop in this sector is supported. Employees are likely to have received extensive training at development at previous employment in retail hence are not inclined to want to leave the sector.

Duration of Current employment:

The model reveals no statistically significant relationship regarding the duration of current employment and remaining in retail employment in the future. Therefore hypothesis H_{3a} is not supported.

The non-significance could imply that employees are still assessing their current career options. Tenure in current employment is related to the stability and quality of the employment.

6.2.2.2 Level of Employment**Level of previous employment:**

The model reveals no statistically significant relationship between the level of previous employment and remaining in retail employment in the future. Therefore hypothesis H_{2b}, which proposes that the higher the level of previous employment in retail the more the likelihood of remaining in retail in the future, is not supported.

Contrary to literature by Gittleman and Howell (1995) – who suggest that the labour market is influenced by the concept of dual labour markets, in which “primary” jobs are distinguished from “secondary” jobs on the basis of earnings, working conditions, job advancement, work rules, and employment stability – the level of previous employment does not influence an employee’s decision to remain in the retail sector.

Level of current employment:

The model reveals no statistically significant relationship between the current level of employment and remaining in retail employment in the future. Therefore hypothesis H_{3b}, which proposes that the higher the level of current employment in retail the more the likelihood of remaining in retail in the future, is not supported.

The results presented in this research do not support the literature presented by Freathy (1993), who contends that individuals working under primary conditions receive higher wages, secure employment and related benefits where turnover is consequently low. Individuals in the secondary sector is generally characterised as comprising low status and poorly paid jobs and experienced high employee turnover.

6.2.2.3 Reasons for leaving Previous Employment

However, the model reveals that there is a statistically significant connection between leaving previous employment for improved levels of income and remaining in retail employment in the future. The relationship is positive, meaning that people who left previous employment for improved levels of income are inclined to want to remain in retail. Therefore hypothesis H_{2c}, which proposes that improved levels of income as the reason for leaving previous employment is correlated with the likelihood of remaining in retail in the future, is supported.

Therefore it can be concluded from the results of this research that when employees are faced with a low status and a relatively low salary, there is a greater likelihood of a high turnover when they are offered a higher income with improved opportunities for development. This also highlights where the employee is in their life journey and the instant gratification which an increased level of income can bring.

The model reveals no statistically significant relationship between leaving previous employment due to retrenchment, or leaving due to improved company benefits, and remaining in retail employment in the future. Retail is often viewed as a transient industry. Therefore it would be expected that employees who have been retrenched from previous employment may be employed in retail in the interim until further opportunities arise. The influence of benefits is largely where the employee is in their life journey.

6.2.2.4 Store Ownership

The model reveals that there is a highly significant relationship between store ownership of a national store and remaining in retail employment in the future. The relationship here is positive, meaning that people who are employed at national stores are more inclined to want to remain in retail. Therefore hypothesis H_{3c}, which proposes that employees working at national stores are more likely to remain in retail in the future, is supported.

In this regard, the results support the literature, which states that the process of learning is particularly well-structured in the major national retailers in South

Africa, but falls woefully short in the small independent retailer's area. Employees have greater opportunities for development and training at national stores as opposed to SMEs. One respondent, who is a middle-aged female employee at a national store, expresses this view point by stating: *"I have worked in the same store for the past 22 years. I know I will receive my training and benefits and my employer will look after me"*

6.2.2.5 Performance Reviews

The model reveals that there is a highly significant difference between performance reviews conducted by employers and remaining in retail employment in the future. The relationship is positive, meaning that employees receiving feedback from performance reviews are inclined to want to remain in retail. Therefore hypothesis H_{3d}, which proposes that career feedback such as performance reviews at current employment is correlated with a greater likelihood of remaining in retail in the future, is supported.

The results support literature presented by Robbins Judge (2007), who state that an employee's performance appraisal is very much dependent in the perceptual process in that an employee's future is closely tied to the appraisal in promotions; pay rises, and continuations of employment are among the obvious outcomes. Career feedback is essential for the development of settled employees.

6.2.3 Background of employees who want to Remain in the Retail Sector

6.2.3.1 Type of Shopping Centre

The model reveals no statistically significant relationship between employment at a super-regional shopping centre or regional shopping centre in terms of remaining in retail employment in the future. Therefore hypothesis H_{4a}, which proposes that employees working at larger shopping centres are more likely to remain in retail in the future, is not supported.

An explanation for this non-significance could be related to that development of the employee is store based as opposed to opportunities presented by the environment. The national stores at all centre types would probably offer the same type of training and development programs.

The model reveals that there is a statistically significant relationship between employment at a convenience shopping centre and remaining in retail employment in the future. The relationship is negative, meaning that people working in convenience shopping centres are inclined to want to leave retail.

Due to the nature of convenience shopping centres having a smaller number of stores and the longer trading hours, employees may be inclined to want to leave retail as this does not offer development and encroaches on personal life.

6.3 Respondents who want to leave retail

6.3.1 Demographics

6.3.1.1 Human Capital Development

The model reveals no statistically significant relationship between currently studying towards further education and leaving retail employment in the future.

Therefore hypothesis H_{5a}, which proposes that currently studying towards further education is not correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

Contrary to the research presented, the results do not support that many part-time vacancies are also being filled by students from higher or further education who are increasingly working during term time owing to financial pressure and want to leave retail employment in the future.

The descriptive statistics presented indicate a total of 133 respondents (31.50 percent of the total) currently studying towards further education. This education may be retail based to enable employees to move into primary sector employment or further develop in the primary sector. Therefore the non-significance could be related to employees developing skills further in the retail sector.

6.3.1.2 Biographical Characteristics

Age

The model reveals that there is a highly statistically significant relationship between age and leaving retail employment in the future. The relationship is

negative, meaning that people who are younger are inclined to want to remain in retail. Therefore hypothesis H_{5b}, which proposes that younger age is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

The age group 18-23 represents transient employees, who have no responsibilities or commitments. The age group 24 and older is represented by the majority of retail employees. It is likely that the younger age group 24-29 could represent a more settled employee, hence want to remain in retail. Younger individuals in this age group are more likely to be married and starting to accumulate assets in terms of first homes and cars.

Research by Hart *et al* (2006) identifies young people's "attitude gap" as one of the most fundamental skills gap, with concern for recruiters as some retailers consider behaviour and attitude as important skills in young people could be supported. The reference to young people was the age group 24-29. Employers have probably found that people with the right attitude can be trained.

6.3.1.3 Demographic Stability

Number of incomes contributing to the household:

The model reveals no statistically significant relationship between the number of incomes contributing to the household and leaving retail employment in the future. Therefore hypothesis H_{5c}, which proposes that the number of incomes contributing to the household is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

Contrary to research by Kingdom and Knight (2004) which states that given the possibility of redistribution within the household, the distribution of household income according to need creates an incentive for a member to remain needy. Thus a lack of incentive to work the results indicates that the number of incomes contributing to the household has no significance in wanting to leave retail.

With increased costs of living, and retail still a low income base, the increase in the number of incomes contributing to the household alleviates the burden on the main breadwinners but does not allow them the opportunity to leave employment in the retail sector.

Number of dependents:

The model reveals that there is a statistically significant relationship between the number of dependents and leaving retail employment in the future. The relationship is positive, meaning that people who have more dependents are inclined to want to leave retail. Therefore hypothesis H_{5d}, which proposes that the number of dependents is correlated with a greater likelihood of wanting to leave retail in the future, is supported.

According to literature by Zeythunoglu *et al* (2004), the retail sector consists mainly of middle-aged married women with children and single mothers. These middle-aged women and single mothers consider their employment in the retail sector as their career, which for many is the only employment option as they

balance their personal life responsibilities of juggling work and home life and raising children. The pressure of balancing both personal and career paths may require sacrifice in one. Therefore, as the number of dependents increase, the more the likelihood of leaving the retail sector.

6.3.2 Work Experience – Current and Previous employment

6.3.2.1 Previous Employment

Previous employment:

The model reveals that there is a marginally statistically significant relationship between being previously employed and leaving retail employment in the future. The relationship is positive, meaning that people who have been previously employed are inclined to want to leave retail. Therefore hypothesis H_{6a}, which proposes that having been previously employed is correlated with a greater likelihood of wanting to leave retail in the future, is supported.

Employees who were previously employed in other sectors and/or who have entered the retail sector as transient employees are more likely to want to leave retail employment in the future and return to the sectors they were previously employed. This may be due to little stability and quality of employment in retail.

Previous employment in retail:

The model reveals that there is a statistically significant relationship between being previously employed in retail and leaving retail employment in the future. The relationship is negative, meaning that people who have been previously

employed in retail are inclined to want to remain in retail. Therefore hypothesis H_{6b}, which proposes that having been previously employed in retail is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

Employees who were previously employed in retail are more likely to remain in the retail sector as they have developed skills and acquired training from previous employment. Leaving retail employment may entail acquiring new skills which employees may not want to do.

6.3.2.2 Employment Capacity

Previous employment in part-time capacity:

The model reveals that there is no statistically significant relationship between being previously employed in part-time capacity in retail and leaving retail employment in the future. Therefore hypothesis H_{6c}, which proposes that having been previously employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

Contrary to literature even changes in the structure of retailing have not influenced the employee's decision to want to leave the retail employment sector.

The results support literature by Grubb *et al* (2007) who contends that temporary jobs are either stepping stones towards more stable employment or dead ends that trap workers in continuing precariousness. When Grubb *et al* (2007) analysed the mobility of workers in the Korean example, the research

suggests that a considerable proportion of non-regular workers may be trapped in this type of job. Though positively employees may have found a career which satisfies them therefore want to remain in employment in the retail sector.

Current employment in part-time capacity:

The model reveals that there is a no statistically significant relationship between being currently employed in a part-time capacity in retail and leaving retail employment in the future. Therefore hypothesis H_{7a}, which proposes that being currently employed in a part-time capacity is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

Although literature states that employees are inconvenienced therefore the need for part time capacity over weekends and other peak trading periods due to the changes in the structure of retail responding to consumer demand, these periods may suit some employees, such as students who can only work over weekends and during peak periods when they are not studying.

6.3.2.3 Employment Benefits

Previous employment benefits:

The model also reveals that there is a significant relationship between a previous employment benefit of share options and leaving retail employment in the future. The relationship is positive, meaning that people who have received share options as benefits in previous employment are inclined to want to leave retail. Therefore hypothesis H_{6d}, which proposes that having an employment

benefit such as share options in previous employment in retail, is correlated with a greater likelihood of wanting to leave retail in the future.

Employment benefits such as share options offer employees ownership into businesses. With the entitlement of share options comes the responsibility of not only earning profits but also losses when incurred. Share options are often seen as a positive benefit therefore when losses are incurred this deters the employee who now has to contribute to the business in order for the business to survive. Employees who received share options in the previous employment are more aware of the risks related to this therefore are more inclined to want to leave retail employment.

The model reveals that there is a marginally significant connection between previous employment benefit of on-site training and leaving retail employment in the future. The relationship is negative, meaning that people who have previously received on-site training are inclined to want to remain in retail. On-site training implies skills development. For employees with low levels of education and little or no access to any other form of skills development, on-site training allows employees to develop careers.

The model reveals that there is a no statistically significant relationship between previous employment benefits such as medical aid or pension and leaving retail employment in the future. In previous employment, employees were probably of a much younger age group where the concept of earning the income to save to pay towards down payment for assets would have been more of a benefit rather

than medical aid and pension. For example, a young female employee in a medium-growth province responds to this by asking: *“Why do we need medical aid when we have public hospitals to take care of our medical needs? I would rather have the cash and save to pay for a deposit towards a car so I don’t have to rely on public transport.”*

Current employment benefits:

The model reveals that there is a significant connection between a current employment benefit of pension and leaving retail employment in the future. The relationship is positive, meaning that people who are receiving pensions as benefits are inclined to want to leave retail. Therefore hypothesis H_{7b}, which proposes that having an employment benefit such as a pension in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future, is supported.

A large number of employees in retail are of younger age hence at this stage of their life paths, the benefit of pension is not relevant. They would rather have the benefit of the money they pay towards something in the future.

The model also reveals that there is a significant correlation between having other employment benefits and leaving retail employment in the future. The relationship is positive, meaning that people who have received other employment benefits are inclined to want to leave retail.

Other company benefits could imply incentive schemes offered in addition to bonuses which employees may receive. Employees may be inclined to leave the retail sector when these are received as they may not be as fruitful as anticipated for the amount of labour input by employees compared to other sectors of employment.

The model reveals that there is a no statistically significant relationship between current employment benefits such as medical aid or on-site training or share options, and leaving retail employment in the future. These benefits may not be significant to the employee in their current life journey. Medical aid as per previous employment benefits could be substituted by receiving medical attention at public hospitals. Current on-site training may be minimal until the employee has achieved the stage where they may be promoted and share options are more relevant should the employee wish to start their own business.

Future employment benefits:

The model reveals that there is a significant difference in the future employment benefit of medical aid and leaving retail employment in the future. The relationship is positive, meaning that people who are likely to receive medical aid as benefits in the future are inclined to want to leave retail. Therefore which proposes that hypothesis H_{8a} , having an employment benefit such as medical aid in future employment in retail is correlated with a greater likelihood of wanting to leave retail in the future is supported. Once again the option of medical aid can be substituted by public hospital healthcare. Employees could

rather earn the monies which would otherwise be contributed towards this benefit.

The model also reveals that there is a significant correlation between a future employment benefit of a pension, and leaving retail employment in the future. The relationship is negative, meaning that people who will be receiving the employment benefit of pensions in the future are inclined to want to remain in retail. When an employee looks to future aspirations they are most likely to feel that the government grants offered for people who are retired are not sufficient for their future therefore in the future they are more likely to enjoy the benefit of a pension and want to remain in retail.

The model reveals that there is a no statistically significant relationship between future employment benefits such as training, and leaving retail employment in the future. This could be non-significant as the employee may feel that at a future stage in their career path they may have reached a primary level of employment with no room to be developed further.

6.3.2.4 Work Related Stress

The model reveals that there is a marginally statistically significant relationship between work-related stress and leaving retail employment in the future. The relationship is positive, meaning that people who have work-related stress are inclined to want to leave retail. Therefore hypothesis H_{7c}, which proposes that having work-related stress in current employment in retail is correlated with a greater likelihood of wanting to leave retail in the future, is supported.

The results in this regard correlate with Zeythunoglu *et al* (2004) who indicate that job insecurity, short- and split-shifts, unpredictability of hours, low wages, and benefits in part-time and casual jobs in the retail sector, and the need to juggle multiple jobs to earn a living wage, contribute to stress and workplace problems. These include high turnover the results of the research correlate work related stress with a greater likelihood of wanting to leave retail employment in the future.

6.3.2.5 Training

The model reveals that there is a no statistically significant relationship between the number of hours of training in current employment and leaving retail employment in the future.

Therefore hypothesis H_{7d}, which proposes that a lower number of hours of training at current employment is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

The literature presented by Hart *et al* (2006) states that training offered tends to be in-house and work-based learning, especially amongst those perceived as “top-level” brand stores. The more or less hours of training offered to employees in this regards may not influence an employee’s decision to remain or leave employment in retail as it is work specific training. For example, a younger male employee in a low-growth province expresses: “*I have come to work at this job to improve my English.*”

6.3.3 Background of employees who want to remain in the retail sector

6.3.1 Province

Economic Growth of province:

The model reveals that there is a highly statistically significant connection between residing in a high-growth province and leaving retail employment in the future. The relationship is negative, meaning that people working in high growth provinces are inclined to want to remain in retail. Therefore hypothesis H_{9a}, which proposes that the higher the growth in the region, the greater the likelihood of wanting to leave retail in the future, is not supported.

Given that employees in high-growth provinces are exposed to larger markets and other opportunities of employment they may want to remain in the retail sector. They may be exposed to more opportunities either in developing their current positions or starting small businesses.

The model reveals no statistically significant relationship between residing in a low growth province, in terms of leaving in retail employment in the future. This could imply that employees in these areas are more likely to remain employed in retail as the sectors these employees were previously employed in are no longer valid. Many of the employees in this province were previously based in the manufacturing sector and view retail employment as a means to pay bills.

Relocation to current province:

The model reveals no statistically significant relationship between relocation to the current province for improved working conditions and leaving retail

employment in the future. Therefore hypothesis H_{9b}, which proposes that relocating to current province for improved working conditions is correlated with a greater likelihood of wanting to leave retail in the future, is not supported.

Contrary to literature, even though an earnings differential exists between high growth and medium growth provinces which influences an employee's decision to relocate for improved working conditions, the results of the research indicate this does not influence an employee's decision to want to leave retail employment in the future. For example, one middle-age male employee in a medium-growth province comments: "There was no work where I lived so I moved here to earn some money so I can send some to my family I left behind. I see my children once a month."

6.5 Conclusion

From the analysis of the findings in Chapter Five and the literature presented in Chapter Two, the characteristics of the future aspirations of the employees who want to remain in the retail sector and the employees who want to leave the retail sector are identified as follows:

Characteristics of employees who want to remain in the retail sector

- Employees who are married.
- Employees who are living together but not married.
- Employees who are divorced.
- Employees who are single.
- Employees who own their own home.

- Employees who had a longer duration of previous employment.
- Employees who left previous employment for improved levels of income.
- Employees who work at a national stores.
- Employees who receive career feedback in the form of performance appraisals.
- Employees who have been previously employed in the retail sector.
- Employees who received previous on-site training.
- Employees who would like to receive pension as a benefit in future employment.
- Employees who are 24 years and older.
- Employees who reside in a high growth province.

Characteristics of employees who want to leave the retail sector

- Employees who are between 18-23 years old.
- Employees who reside in homes owned by friends.
- Employees who work at line shops (SMME).
- Employees who work at a convenience centre.
- Employees who have a large number of dependents.
- Employees who have had other previous employment.
- Employees who received share options as benefits in previous employment.
- Employees who are currently receiving pension as benefits.

- Employees who may receive medical aid in future employment.
- Employees who suffer work related stress.

Therefore using the existing literature on specific concepts relating to background, demographic stability, previous work experience, current work experience and future aspirations which was analysed to form the basis for the conceptual framework presented in Chapter One, the researcher has identified where employees are currently in their life journey and in their career journey. The research objectives as defined in Chapter Three have therefore been met and contribute to the existing body of knowledge. The next chapter will propose an overview of recommendation for the various stakeholders and concepts to develop the model for future research.

Chapter 7

Conclusions, recommendations and future research agenda

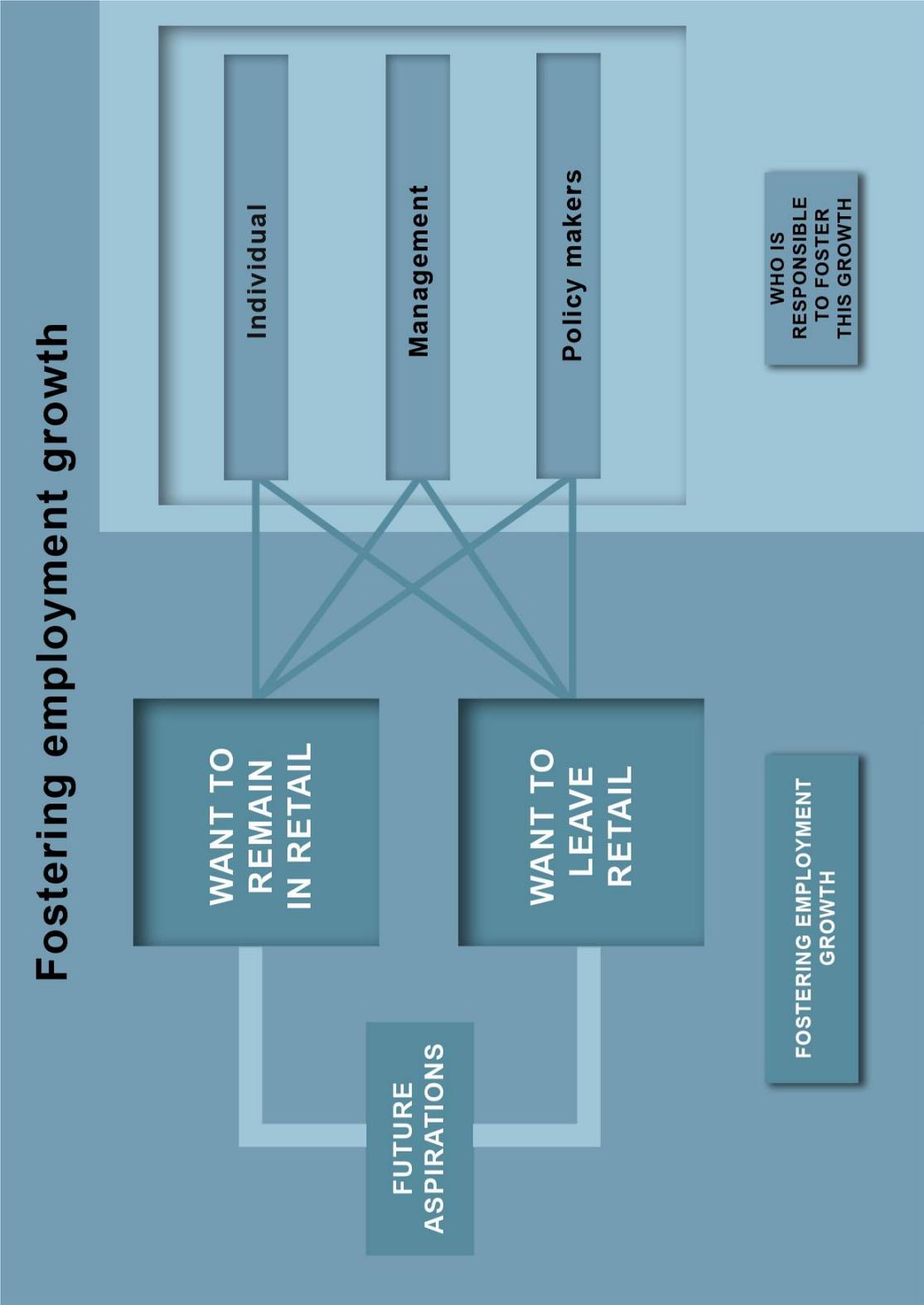
7.1 Introduction

The research identified the fundamentally different drivers for employees who saw the retail sector as a career and wanted to remain in that field and employees who saw retail prospects as transient and would want to leave the retail employment at some point in the future.

Employment in retail has always been negatively perceived. The internal perception shows that the reality is more positive and far exceeds that of the external perception. Many people enjoy and feel passionate about working in retail. There is a need to communicate the excitement of retailing, with greater insight into the challenges and variety of retail careers available, so that potential employees with the right skills are attracted to the industry (Hart *et al.*, 2006). It is important that retail is made a more attractive career choice for workers of all ages. Retail as a whole needs its profile raised and a serious re-branding and marketing campaign is required to raise the awareness and the image of retailing as a first choice destination career.

Figure 11 is presented to identify the role of the different stakeholders, those being individuals, management and policymakers.

Figure 11: Fostering employment growth



7.3 Recommendations for individuals to foster employment growth

Employees who want to remain in retail

These employees will ultimately want to advance in their current employment or start their own business either in the formal or informal sector. Employees should map their own personal and career paths to guide them towards their future aspirations. Should they wish to advance in their current employment, they should request training and development to move into primary level employment. Employees who wish to start their own business should gain access to education, training and assistance from various SMME programs which are driven by the government and private sector.

Employees who want to leave retail

For employees who want to leave retail and see retail employment as transient, the knowledge and experience gained in the retail sector should be transferrable to other sectors.

7.4 Recommendations for management in retail to foster employment growth

Employees who want to remain in retail

Management should develop in-house skills via training. This could assist employees advance their current employment position, remain in retail and/or start one's own business. As newcomers to the retail field there is no better grounding than the collective large national retailers we have at our disposal. An effort by the national retailers to harness this development potential and share

their knowledge and experience with their smaller counterparts should be encouraged.

Retail needs to become a priority for employment, not a last resort. Retail accounts for a large percentage of the overall workforce, and it is vital that essential skills for retail are taught to potential employees, either by targeting 14 to 19-year-olds or through the use of in-house training programmes.

Employees who want to leave retail

Temporary employees must be fostered so that you still receive service “in the last two feet”. Students make up an increasing number of the transient workforce for retail. They are the stopgap workforce used by retailers for the seasonal periods without long-term commitment. This segment provides an opportunity for retailers to raise skills levels and increase retention by converting students into permanent positions either then or in later life.

7.5 Recommendations for Government to foster employment growth

Employees who want to remain retail

Schools for training, supported by Government and national retailers, should be established to encourage newly inducted students to garner the basic grounding of professionalism, courtesy, sales management and people skills. The qualifications, funding and training for retailing need to be made more accessible and understandable to all levels of employees and managers. Clarification and dissemination of the qualification framework for retail is also

needed to overcome the barriers to training, particularly for smaller retailers and to those in disadvantaged or rural areas.

According to studies by Chandra *et al.*, (2001), SMME firms perceive government to have a vital role in their development, and have identified a number of interventions government can make to increase SMME competitiveness, marketability, and visibility. SMME firms identified that they required improved support systems. Low awareness and even lower usage of different programs raises the issue of whether it might not be more efficient to rationalise them to create more effective programs with a higher usage.

The government should initiate measures to fast-track and simplify the process of business registration for micro-enterprises and create an enabling environment which must allow informal micro-enterprises to advance within business development models that are appropriate to the situation in which they operate (Charman *et al.*, 2008).

Employees who want to leave retail

By improving the basic educational skills of the South African student in response to the evidence indicating that South Africa has an inadequately educated workforce, Government can stimulate the improvement of skills levels in order to facilitate movement of employees into other sectors of employment. A major objective for Government should be the improvement in the availability of public education particularly in communities and regions neglected by the past educational system. Much of the unemployment problem amongst the

unskilled arises from their inability, due to lack of education, to adjust to new skills requirements. Education provides the generalised capacity (portability of knowledge and the ability for continuous learning) that enables labour to adjust to a flexible working environment. Thus a necessary (but not singularly sufficient) condition for employment security, in a dynamic economic environment, is widespread improvement in education levels of the labour force. The task is challenging and requires improvements in the quality of teaching, the design and content of the school curriculum and the balance between public and private investment in education. These educational policies deal with the long term; they do not alleviate the current skills shortage or the growing unemployment amongst the unskilled (Edwards, 2001).

Government should provide more accessible funding mechanisms for students who wish to study towards further education in other sectors thereby alleviating the delay in joining and contribution to the sector of choice.

7.6 Recommendations for future research

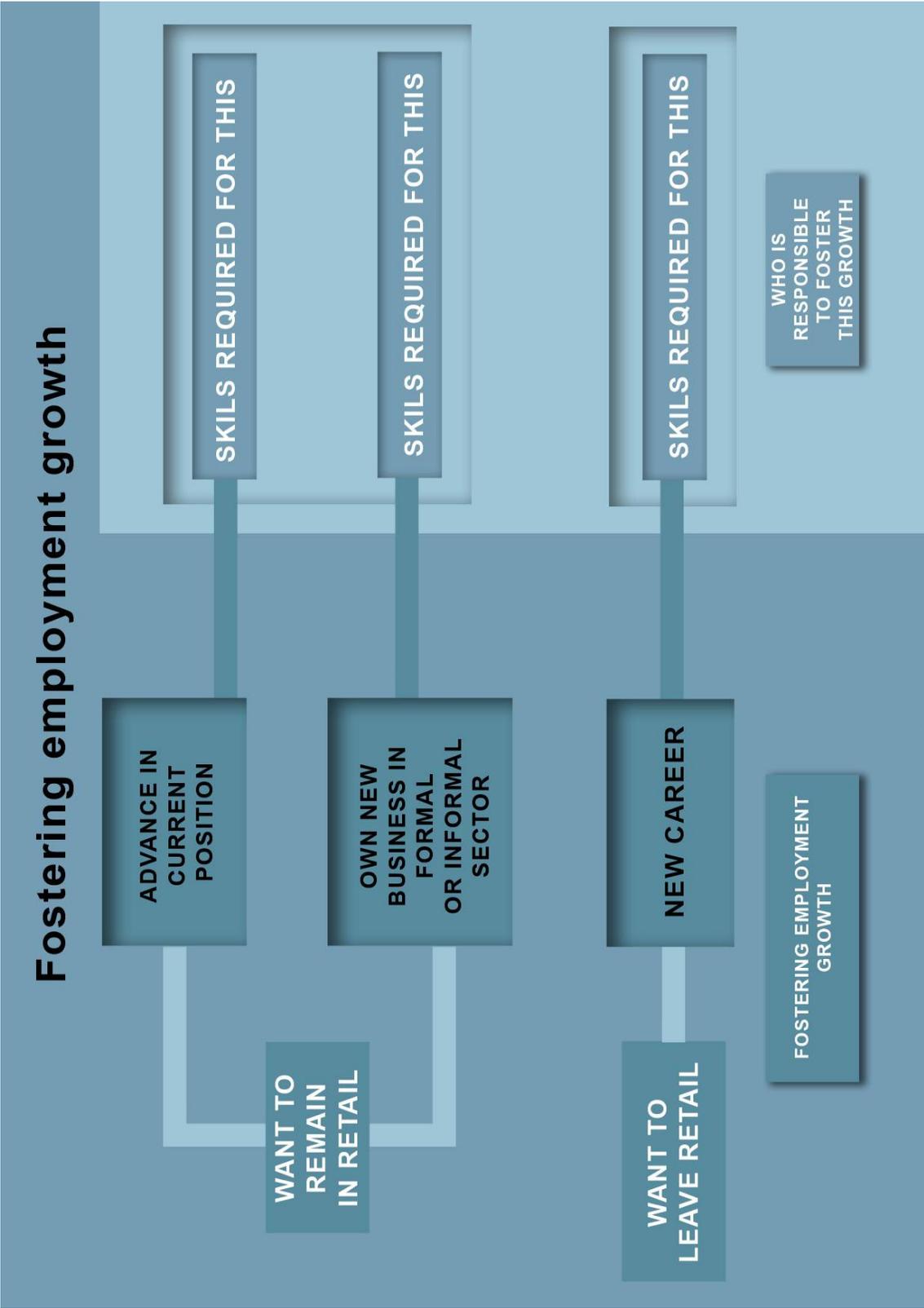
The study was concluded solely in South Africa in the three provinces identified, therefore one must be cautious when drawing generalisations from this work to apply to South Africa as a whole. Future research should be based on an analysis of data collected in all nine provinces.

Similarly, the cross-sectional nature of the research design only gives an indication of the future aspirations of employees at one moment. It is likely that

aspirations may change over time so longitudinal research in this area is certainly warranted.

For future research, it is imperative to develop a strategy for ensuring employees have the skills that both the employers require and the shopper demands. In order to develop an effective strategy for skills training and development in retail, there is a need to understand which skills are lacking and necessary to the future performance of the sector. While various reports and employer surveys have focused on the emerging skills needs in the sector, little is understood about what specific skills are important to different employee groups; and the extent to which retail employees meet these requirements (Hart *et al.*, 2006). Figure 12 relates to future research about what specific skills are important to different employee groups.

Figure 12: Fostering employment growth



7.7 Conclusion

The study contributed to the body of knowledge by linking the existing literature to a conceptual framework as presented in Chapter 1. The aim of the research was to identify the distinct different characteristics of the employees in the retail sector to assist various stakeholders to identify how to foster employment growth depending on future aspirations of employees.

The characteristics of employees who wanted to remain in retail were confirmed to be people who have “settled” both personally and as well as seeing retail employment as a career.

Characteristics of employees who want to remain in the retail sector

- Employees who are married;
- Employees who are living together but not married;
- Employees who are divorced;
- Employees who are single;
- Employees who own their own home;
- Employees who experienced a longer duration of previous employment;
- Employees who left previous employment for improved levels of income;
- Employees who work at national stores;
- Employees who receive career feedback in the form of performance appraisals;
- Employees who have been previously employed in the retail sector;
- Employees who received previous on-site training;
- Employees who would like to receive a pension as a benefit in future employment;

- Employees who are 24 years and older; and
- Employees who reside in a high-growth province.

The characteristics of employees who wanted to leave retail were confirmed to be people who saw retail as transient employment either for a short-term goal or until opportunities for a new career arose.

Characteristics of employees who want to leave the retail sector

- Employees who are between 18 and 23 years old;
- Employees who reside in homes owned by friends;
- Employees who work at Line shops (SMME);
- Employees who work at a convenience centre;
- Employees who have a large number of dependents;
- Employees who have had other previous employment;
- Employees who received share options as benefits in previous employment;
- Employees who are currently receiving pension as benefits;
- Employees who may receive medical aid in future employment; and
- Employees who suffer work-related stress.

In conclusion it is from the “grass roots” that the future for retail must draw its employment base but this cannot be continued in the same vein. It is strongly advised that current challenges must be recognised, including the need for the improvement at the most basic levels as well as for changes in social skills. This is the first step to promoting the retail sector as a viable industry for employees thinking of their future careers.

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Appendix 1

Types of Shopping Centres:

The four types of shopping centres analysed for the research were regional shopping centres, super-regional shopping centres, community shopping centres and convenience shopping centres. According to the South African Council of Shopping Centres (SACSC), South Africa has in excess of 15,000 shopping centres of various types (SACSC, 2008).

1. Super-Regional Shopping Centre

Super-Regional Shopping Centres provide for an extensive variety of general merchandise. They are built around three or more major department stores. In theory, a super-regional shopping centre has a GLA of more than 100,000 square meters; the major anchor department stores generally have a GLA of between 6,000-8,000 square meters (ICSC, 2006). In South Africa, the super-regional shopping centre serves between 58,000 and 115,000 households with an estimated population of 200,000 to 400,000. The travel time to access this type of centre is from a minimum of 30 minutes to a maximum time of up to two hours (SACSC, 2004).

2. Regional Shopping Centre

Regional Shopping Centres provide shopping goods, general merchandise, apparel, furniture, and home furnishings in full depth and variety. They are built around the full-line department store with Gross Lettable Area (GLA) of between 6,000-8,000 square meters, as the major drawing power. For even greater

comparative shopping, two, three, or more department stores may be included. In theory a regional shopping centre has a GLA of 60,000 square meters, and may range from 40,000 square meters to more than 100,000 square meters (ICSC, 2006). In South Africa, the regional shopping centre serves between 28,000 and 57,000 households with an estimated population of 100,000 to 200,000. The travel time to access this type of centre is from a minimum of 20 minutes to a maximum of an hour (SACSC, 2004).

3. Community Shopping Centre

Community Shopping Centres have a wider range of facilities for the sale of soft lines (apparel) and hard lines (hardware, appliances, etc.) than the neighbourhood centres. They are built around a junior department store, variety store, or discount store as the major tenant, in addition to a supermarket. They do not have a full-line department store, though they may have a strong specialty store. In theory, the typical size is 15,000 square meters. In practice, it may range in size from 10,000 to 40,000 square meters. The community centre is the intermediate type of centre and is most difficult to estimate in terms of size and pulling power (ICSC, 2006).

Community Centres are further divided into Large Community Centres and Smaller Community Centres. Large Community Centres are often anchored by a supermarket and major national fashion. In theory Large Community Centres have a GLA ranging from 20,000 square meters to more than 40,000 square meters. In South Africa the Large Community Centres serve 17,800 to 36,000 households with an estimated population of 62,000 to 125,000 people. The travel time to access this type of centre is approximately 10 minutes. Smaller

Community Centres are often anchored by supermarkets and national fashion. In theory Smaller Community Centres have a GLA ranging from 10,000 square meters to more than 20,000 square meters. In South Africa the Smaller Community Centres serve 8,500 to 17,800 households with an estimated population of 30,000 to 60,000 people. The Travel time to access this type of centre is approximately six minutes (SACSC, 2004).

4. Convenience Shopping Centre

Convenience Shopping Centres provide for convenience goods and/or services for the busy one-stop shopper and service the needs of the consumers in the immediate neighbourhood. They are built around a supermarket anchor occupying in excess of 1,500 square meters. In theory, a Convenience shopping centre has a GLA of less than 10,000 square meters. In South Africa, the Large Convenience shopping centres with an area of between 5,000 square meters and 10,000 square meters serve between 2,500 to 5,700 households with an estimated population 8,300 to 20,000. The Travel time to access this type of centre is four minutes. Small Convenience shopping centres with an area of less than 5,000 square meters serve between 700 to 3,600 households with an estimated population 2,500 to 12,500. The Travel time to access this type of centre is three minutes (SACSC, 2004).

Appendix 2

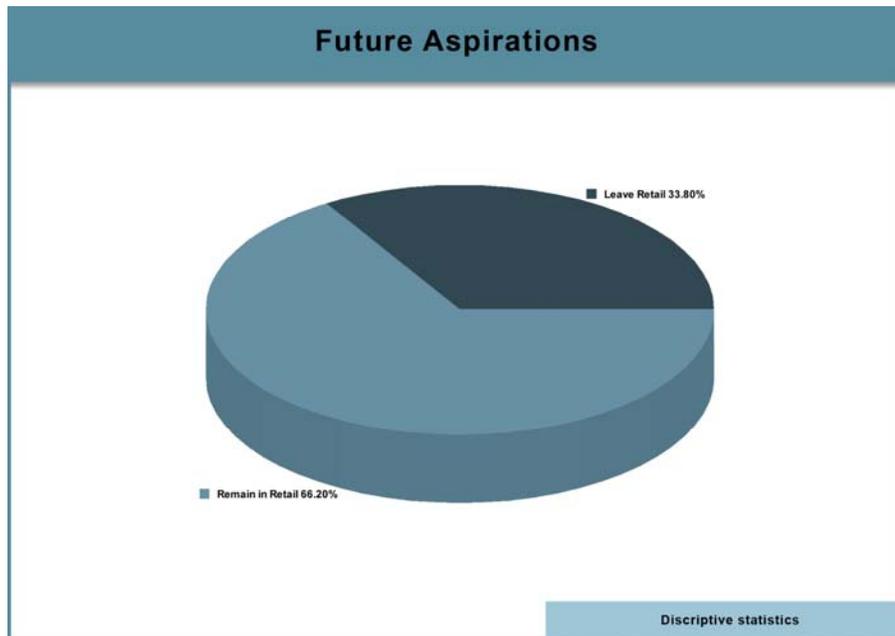
Final Questionnaire:

| RESPONDENT NO | | | STORE NAME | | | | | | | | |
|---------------|--|---|--------------------------------|-------------------|---|--|--|--|---|------------------|---|
| 1 | Which province does respondent currently reside in? | Eastern Cape | 1 | 19 | How many dependents do you have living or not living with you? | 0 | 1 | | | | |
| | | Free State | 2 | | | 1 | 2 | | | | |
| | | Gauteng | 3 | | | 2 | 3 | | | | |
| 2 | What type of shopping centre is respondent employed at? | Super Regional Shopping Centre | 1 | 19 | Do you contribute to another household? | yes | 1 | | | | |
| | | Regional Shopping Centre | 2 | | | no | 2 | | | | |
| | | Community Shopping Centre | 3 | | | 17 | If no, how much do you contribute to other household per month? | Cluster Analysis | | | |
| | | Convenience Shopping Centre | 4 | | | | | | | | |
| 3 | What store category is respondent employed in? | Furniture/electrical/DIY | 1 | 18 | Have you moved to this province due to better working environment? | yes | 1 | | | | |
| | | Photographic/optical/computer/office | 2 | | | no | 2 | | | | |
| | | Clothing/shoes | 3 | | | 19 | What is your highest level of education completed? | Less than Grade 10 | 1 | | |
| | | Food (all) | 4 | | | | | Grade 10 to Grade 12 | 2 | | |
| | | Newspaper/stationery/books | 5 | | | Grade 12 | 3 | Diploma/Certificate | 4 | | |
| | | Non-specialised department stores | 6 | | | Degree and higher | 5 | Unspecified | 6 | | |
| | | Other | 7 | | | 20 | Are you currently studying towards a next formal education? | Grade 10 to Grade 12 | 1 | | |
| 4 | What type of retailer is respondent employed by? | Line shop(SMME) | 2 | Grade 12 | 2 | | | | | | |
| 5 | | What is the respondents current level of employment? | Manager | 1 | 20 | Are you currently studying towards a next formal education? | Diploma/Certificate | 3 | | | |
| | Supervisor | | 2 | Degree and higher | | | 4 | | | | |
| | Professional & Technical | | 3 | Work Related | | | 5 | | | | |
| | Sales | | 4 | Unspecified | | | 6 | | | | |
| | Clerical | | 5 | None | | | 7 | | | | |
| | Trainee | | 6 | 21 | | | Have you been employed in the past | yes | 1 | | |
| | Other | | 7 | | | | | no | 2 | | |
| 6 | Gender | Male | 1 | 22 | Has employment been in retail? | yes | 1 | | | | |
| | | Female | 2 | | | no | 2 | | | | |
| 8 | Ethnic origin | White | 1 | 23 | Duration of previous employment immediately before your current job? | Cluster Analysis | | | | | |
| | | Indian | 2 | | | | | | | | |
| | | Coloured | 3 | | | | | | | | |
| | | Black | 4 | | | | | | | | |
| | | Asian | 5 | | | | | | | | |
| 7 | Age | Cluster Analysis | | 24 | Type of previous employment in the last 7 years(upper tier or lower tier) ? | Manager | 1 | | | | |
| 9 | Marital status? | Married | 1 | | | Supervisor | 2 | | | | |
| | | Living together not married | 2 | | | Professional & Technical | 3 | | | | |
| | | Divorced | 3 | | | Sales | 4 | | | | |
| | | Widowed | 4 | | | Clerical | 5 | | | | |
| | | Single | 5 | Trainee | 6 | | | | | | |
| 10 | Do you currently ... | Own your home | 1 | 25 | Reason for leaving previous employment? | Better income | 1 | | | | |
| | | Renting | 2 | | | Better company benefits (Medical aid, pension, training, bonus, etc) | 2 | | | | |
| | | Other | 3 | | | Work related stress | 3 | | | | |
| 11 | Who owns the house you currently live in? | Own | 1 | 26 | Previous employment status (full time or part-time/casual)? | Retrenched | 4 | | | | |
| | | Spouse | 2 | | | Household relocated | 5 | | | | |
| | | Parent | 3 | | | Better transport facilities | 6 | | | | |
| | | Other Family | 4 | | | Failed previous business | 7 | | | | |
| | | Friends | 5 | | | Other | 8 | | | | |
| | | Landlord | 6 | | | 27 | Did your previous company offer one or more of the following benefits? | Medical Aid | 1 | | |
| 13 | How many people live with you? | Cluster Analysis | | Pension | 2 | | | | | | |
| 14 | | How many incomes contribute to income of current household? | 1 | 1 | 28 | Experience gained from previous employment? | On-site training | 3 | | | |
| | 2 | | 2 | Bonus | | | 4 | | | | |
| | 3 | | 3 | Paid Leave | | | 5 | | | | |
| | 4 or more | | 4 | Share Option | | | 6 | | | | |
| 12 | Who lives with you? | Children | 1 | 29 | How many years have you been employed in your current job? | Other | 7 | | | | |
| | | Spouse | 2 | | | None | 8 | | | | |
| | | Parent | 3 | | | 30 | Does your company offer one or more of the following benefits? | Medical Aid | 1 | | |
| | | Other Family | 4 | | | | | Pension | 2 | | |
| | | Friends | 5 | | | On-site training | 3 | On-site training | 3 | | |
| | | | | | | Bonus | 4 | Bonus | 4 | | |
| | | Paid Leave | 5 | Paid Leave | 5 | | | | | | |
| | | Share Option | 6 | Share Option | 6 | | | | | | |
| | | Other | 7 | Other | 7 | | | | | | |
| | | None | 8 | None | 8 | | | | | | |
| 13 | How many people live with you? | Cluster Analysis | | 31 | What is your employment status? | Full time | 1 | | | | |
| | | 1 | 1 | | | Part-time/ Casual | 2 | | | | |
| | | 2 | 2 | | | 32 | What is your current work hour status per week? | less than 40 hours per week | 1 | | |
| | | 3 | 3 | | | | | 40 hours per week routinely, more than 40 hours per week | 2 | | |
| 14 | How many incomes contribute to income of current household? | 1 | 1 | 33 | To what extent do you suffer from illness due to work related stress per week / month/year? | high | 1 | | | | |
| | | 2 | 2 | | | medium | 2 | | | | |
| | | 3 | 3 | | | low | 3 | | | | |
| | | 4 or more | 4 | | | none | 4 | | | | |
| | | | | | | | | | | | |
| 15 | How many dependents do you have living or not living with you? | 0 | 1 | 34 | How many people do you know in this store who have been promoted? | Cluster Analysis | | | | | |
| | | 1 | 2 | | | | | | | | |
| | | 2 | 3 | | | | | | | | |
| | | 3 or more | 4 | | | | | | | | |
| 16 | Do you contribute to another household? | yes | 1 | 35 | Have you been promoted in this store? | Yes | 1 | | | | |
| | | no | 2 | | | No | 2 | | | | |
| 17 | If no, how much do you contribute to other household per month? | Cluster Analysis | | 36 | How many hours of training a year do you receive? | Cluster Analysis | | | | | |
| | | | | | | | | | | | |
| 18 | Have you moved to this province due to better working environment? | yes | 1 | 37 | How often does your company do performance reviews? | once a month | 1 | | | | |
| | | no | 2 | | | once a quarter | 2 | | | | |
| 19 | What is your highest level of education completed? | Less than Grade 10 | 1 | 38 | How are career growth opportunities determined within your company? | once a year | 3 | | | | |
| | | Grade 10 to Grade 12 | 2 | | | never | 4 | | | | |
| | | Grade 12 | 3 | | | 39 | To what extent is there room for future own goals within your company? | Long service | 1 | | |
| | | Diploma/Certificate | 4 | | | | | Hard work | 2 | | |
| | | Degree and higher | 5 | | | Part of inner circle | 3 | | | | |
| | | Unspecified | 6 | | | none | 4 | | | | |
| 20 | Are you currently studying towards a next formal education? | Grade 10 to Grade 12 | 1 | 40 | To what extent are you likely to plan to change your current employment but remain in retail? | high | 1 | | | | |
| | | Grade 12 | 2 | | | medium | 2 | | | | |
| | | Diploma/Certificate | 3 | | | low | 3 | | | | |
| | | Degree and higher | 4 | | | none | 4 | | | | |
| 21 | Have you been employed in the past | yes | 1 | 41 | To what extent are you likely to plan on changing your career and leaving retail? | high | 1 | | | | |
| | | no | 2 | | | medium | 2 | | | | |
| | | 22 | Has employment been in retail? | | | yes | 1 | 42 | How important are the following factors influencing your decision to stay or leave? | medical aid | 1 |
| | | | | | | no | 2 | | | pension | 2 |
| | | | | | | 23 | Duration of previous employment immediately before your current job? | | | Cluster Analysis | |
| | | extended maternity leave | 4 | | | | | | | | |
| 24 | Type of previous employment in the last 7 years(upper tier or lower tier) ? | Manager | 1 | 43 | To what extent are you likely to leave your current employment for lower income but more stability? | bonus | 5 | | | | |
| | | Supervisor | 2 | | | training | 6 | | | | |
| | | Professional & Technical | 3 | | | 44 | Where would you like to be in your career in 5 years time? | advance in current position in retail | 1 | | |
| | | Sales | 4 | | | | | informal sector | 2 | | |
| | | Clerical | 5 | | | small business | 3 | | | | |
| | | Trainee | 6 | | | new career | 4 | | | | |
| | | Other | 7 | | | | | | | | |
| | | None | 8 | | | | | | | | |
| | | | | | | | | | | | |

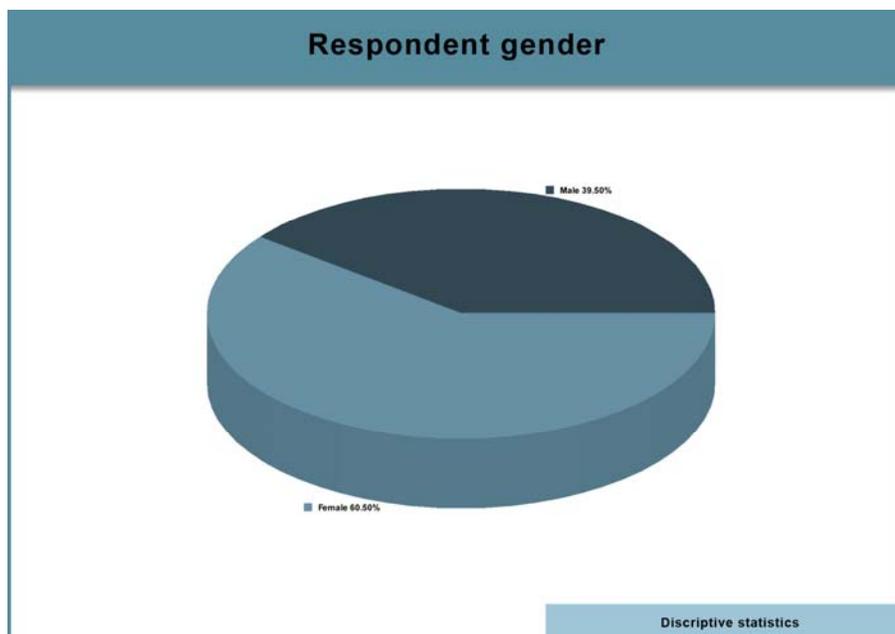
Appendix 3

Descriptive Statistics:

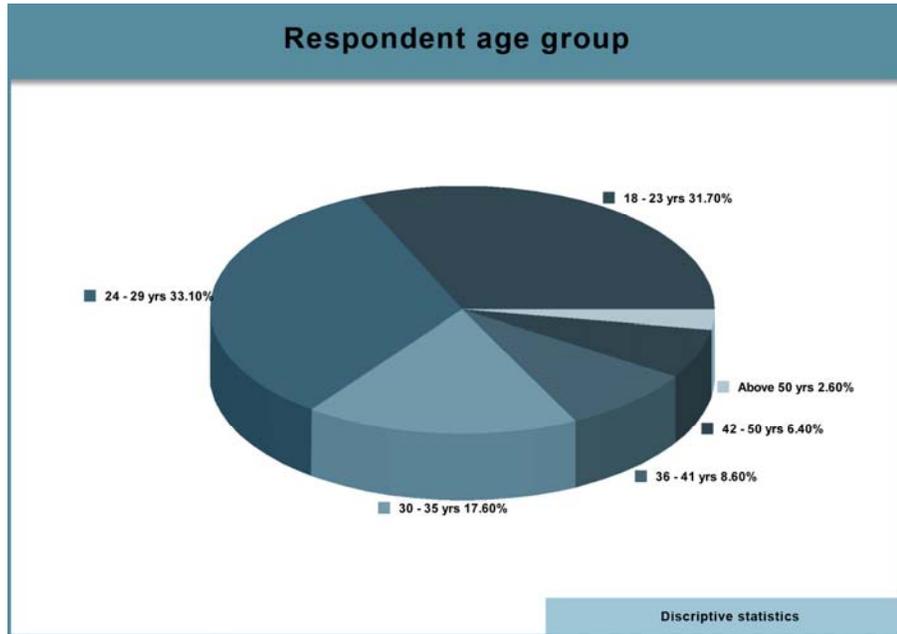
1. Future Aspirations



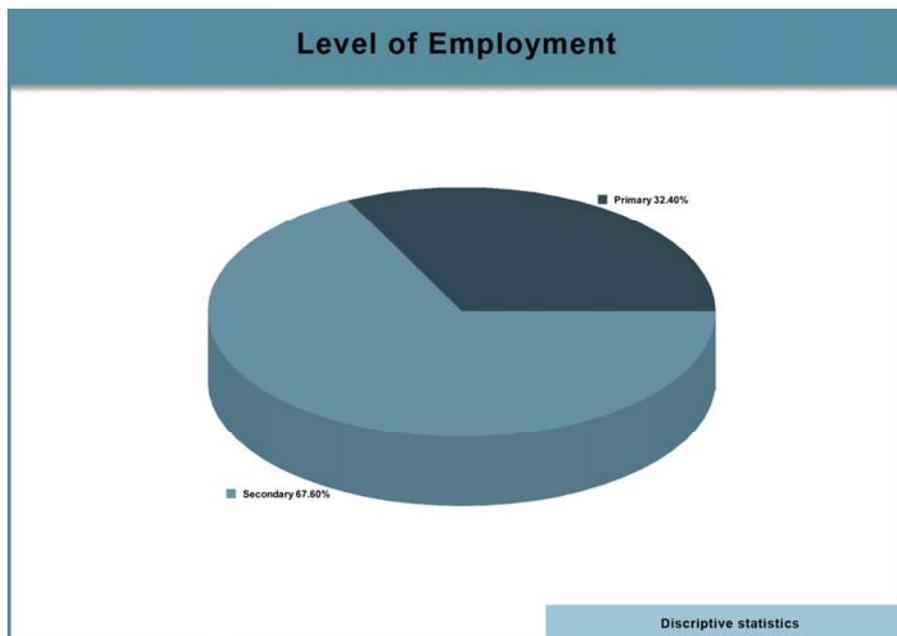
2. Gender



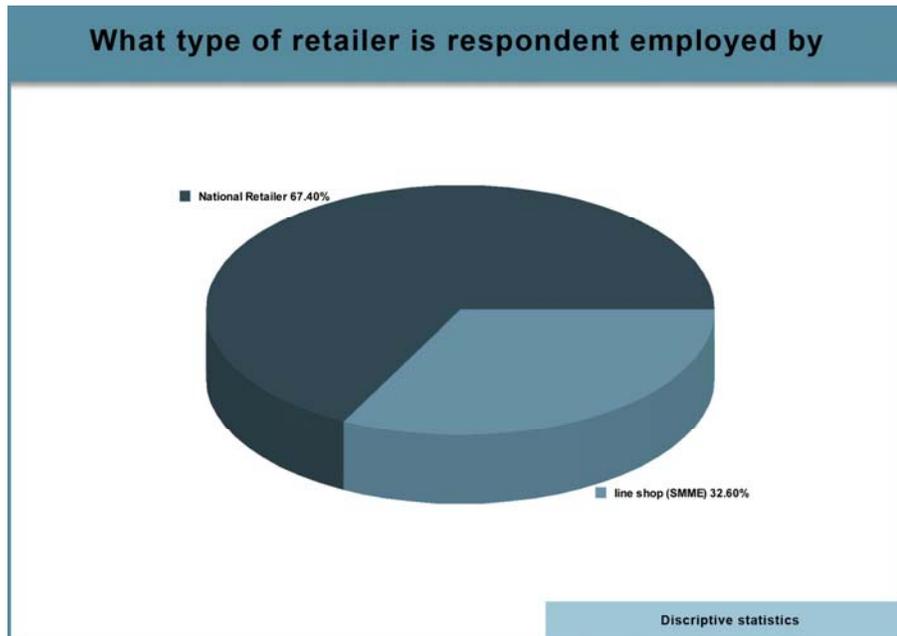
3. Age



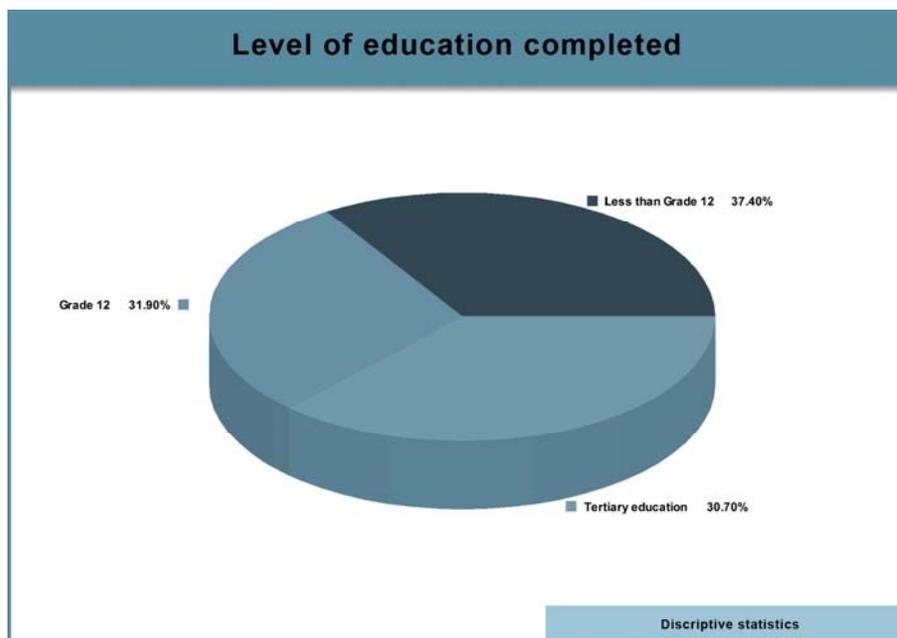
4. Level of Employment



5. Retail Ownership



6. Level of Education Completed



7. Currently Studying towards next Formal Education

