



The Synergy between Human Resources and
Operations Commitment at a selected Car Rental
Company.

This work is submitted in fulfilment of the requirements for the
Masters in Management Sciences: Business Administration
Degree at the Durban University of Technology.

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_____ Date: 17/11/2021

Abstract

Due to high staff turnover of the front line staff appointed as Rental Sales Agents, it has been established that this creates disharmony in the work place for the remaining employees that have been in their roles over a long period of time. From observation, employee morale is affected, due to stress, longer working hours and other related factors due to being short of manpower in the relevant business unit.

A study by Zheng (2017), asks: Does Staff Turnover Affect Productivity? Zheng (2017), states that in the Corporate World of Business, each company's productivity is complex and measured differently, but the one factor that remains constant and always hurts productivity is employee turnover. "When employees are constantly moving, it is difficult to maintain the level of output; that's mainly because new employees need time to train and to get used to the work, before they reach full productivity".

The researcher has confirmed that the organisation in this study is a reputable brand that is a leader in the car rental service industry. It can therefore be argued that in order to remain a leader in the industry, it requires the appropriate resources in order to be able to stay ahead of its competitors. One of the key resources identified in this study is, Human Capital. Human Capital should be equipped with the requisite skills to be able to assist the customer fully. This will enable operations to successfully achieve its goal through its people which is the main function of an effective HRMS, defined as Human Resource Management System. It is alleged that synergy between the Operations and Human Capital Department is not cohesive and is therefore impacting on productivity, satisfaction and organisational commitment at the selected Car Rental Company.

In order for this organisation to be in line with its vision, which is to exceed customer expectations at every Interface, it has been established that employee commitment, as brand ambassadors has to be aligned and re-enforced for maximum productivity which can be maintained, hence, according to Dattagupta (n.d), "organizational effectiveness points towards effective, prudent and strategic use of all the organizational resources, namely, Human, Financial and Technological resources for creating a competitive advantage. The organizational effectiveness also calls for creating sustainable growth and development by taking care of not only the senior shareholders' expectations, but also the expectations of the junior stakeholders. It also means that Management makes the right ethical decisions in the interest of all the stakeholders, which includes all the employees of the organisation".

Declaration

I, Sudheer Sing, the undersigned, certify that:

- I am familiar with the rules regulating higher education qualifications at the Durban University of Technology (DUT) and understand the seriousness with which DUT will deal with violations of ethical practices in my research;
- Where I have used the work of others, to my knowledge, this has been correctly referenced in the bibliography. Any research of a similar nature that has been used in the development of my research project is also referenced;
- This project has not been submitted to any other educational institution for the purpose of a qualification;
- All subsidy-earning output (artefacts and publications) from postgraduate studies will be in accordance with the intellectual property policy of the Durban University of Technology;
- Where Patents are developed under the supervision of the Durban University of Technology involving institutional expenditure, such patents will be regarded as joint property entitling the Durban University of Technology to its share, subject to the Durban University of Technology's policy on the Management and Commercialization of Intellectual Property;
- I understand that I am expected to publish an article based on my research result;
- I understand that plagiarism is wrong; and incurs severe penalties.

I hereby declare that the above facts are correct.

Dedication

This study is dedicated to the following people who have inspired my life in different ways:

This dissertation is dedicated to my family for their continued support of my career and professional aspirations,

My adorable wife, Ruvanya Sing for her loyal support and allowing me the opportunity to further my studies. Thank you and I am forever grateful for this,

My Late Parents, Mr Roop Sing and Mrs Sharma Sing, and my late brother, Mr Sameer Sing for always showering me with their richest blessings from the heavens above,

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My two beautiful children, Shriyen and Rishav Sing – here's to a stronger foundation and an inspiration, for the 2 of you to follow through, in the years of academia ahead of you.

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Chapter 1

Introduction and background to the study

1.1 Introduction

This introductory Chapter orientates the study by describing the topic undertaken. It also describes the background, motivation to the study, problem statement, delimitation, literature review structure, objectives and questions, significance, anticipated benefits thereof from the study and the chapter breakdown of the dissertation.

1.2 Rationale for the study

In today's fast - changing corporate environment and tough global competition, corporate organizations in the service industry are struggling to function at optimal level when faced with vast amounts of staff movement within their organisation. Corporates are having to resort to creative methods to engage employees' commitment and in turn are striving to increase staff retention and output. Staff turnover impacts on organisational effectiveness.

There has been a contention between Human Resources (HR) and the Operations Departments' on how to function effectively to achieve optimum results and a resolution has not yet been identified. This poses a concern for the current study and is therefore aimed at exploring the impact of the synergy between these two departments and its influence on productivity, satisfaction and organisational commitment. For any organisation to be effective in its efforts to overcome challenges with its human resources, traditionally called labour, and now known as human capital, the organisation will require an effective Human Resource Management System (HRMS), (Strydom, De Beer, Maritz, Oosthuizen, and Steenkamp, 2018: 260).

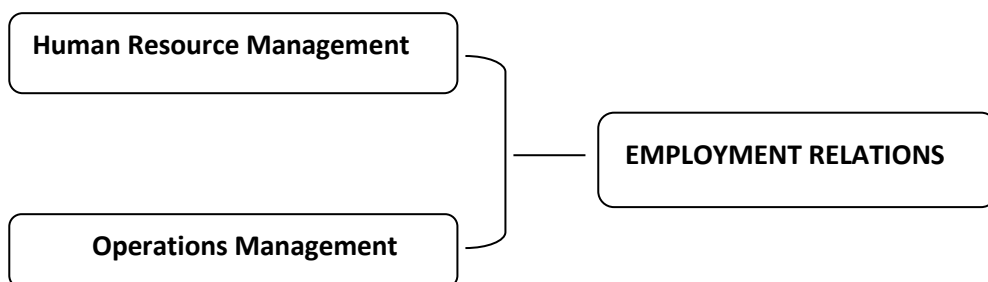


Figure 1.1: Employment Relations Model

Source: Strydom *et al.* (2018:260)

In this study, it has been observed by the researcher that staff within a certain business unit of the selected organisation, are either resigning or considering transferring departments

after short periods of employment and this is impacting negatively on productivity. The researcher has established that the HRMS and Operations at this organisation, needs to collaborate effectively, in order to improve on productivity, satisfaction and organisational commitment, either by increasing or stabilising staff retention. The most challenging task of an organisation's HRMS, is to identify, recruit, retain and provide a succession plan for its workforce to remain at the forefront of the organisation's success, (Erasmus, Strydom and Rudansky – Kloppers 2016: 4).

For this study data will be collected chronologically using a mixed methods approach. Primary data will be acquired through the administration of a closed - ended questionnaire to investigate whether or not the remaining staff are affected when staff leave the business unit. A questionnaire will be addressed to the Human Capital Department's Manager responsible for the respective business unit.

For the current study, the researcher, who is an employee in the organisation, has chosen the operations segment of this car rental company in the service industry. The researcher has observed and identified possible reasons for high staff turnover, which are contributing factors to the business unit's negative impact on productivity and organisational effectiveness.

The researcher has observed that, Rental Sales Agents, who are employed as the front line employees that interact with customers, do not remain in their roles for long periods. The researcher in this study attempts to establish the synergy between the HRMS and Operations and its influence on productivity, satisfaction and organisational commitment to identify if these two core functions, collaborate effectively, at the selected car rental company.

Due to the low retention of the front line staff appointed as Rental Sales Agents, it has been established that this creates instability in the organisations workforce. When people leave positions in operations, business unit Managers are often left unprepared for such eventuality. Hence, succession planning is necessary and imperative in these instances. If not, with the sudden resignations, and the exiting employee/s in their notice period, who are not being totally focused on their duties, this makes it difficult for business unit Managers to efficiently identify replacements for those who leave. Often senior Managers are not aware of other capable staff who could and will gladly fill in the respective vacant roles. From observation, employee morale is affected. This is largely due to being overlooked for an opportunity for a promotion. This results in increased stress levels for remaining employees

who are faced with working longer hours, multi-tasking and other related factors, until the new recruit is appointed in the business unit. It was confirmed that the new recruit would often be an external candidate, who required time to be trained and to settle in their role.

An article by Zheng (2017), raised a question, Does Staff Turnover Affect Productivity? Zheng, asserted that, in the corporate world of business, each company's productivity is complex and measured differently, however, the singular constant that is detrimental to productivity, is the factor of employee turnover. "When valued employees are constantly moving with institutional knowledge, due to resignation, it is difficult to maintain the level of output; that's mainly because new employees need time to train and to get used to the work, before they reach full productivity". Other studies have further indicated that this often leads to overworked employees who become dissatisfied and are impacted negatively. The result of this can at times force the employee to leave the organisation.

The researcher has confirmed that the organisation in this study is a reputable brand that is a leader in the car rental service industry. The brand has been successful over the years, due to its human capital and the level of customer service it had provided. It can therefore be argued that in order to remain a leader in the industry, appropriate resources are required to be able to stay ahead of competitors. One of the key resources identified in this study is human capital, specifically those equipped with the applicable competencies (skills, knowledge and personal attributes) to fulfil the role required for a customer service based industry – hence, Operations will achieve its goal successfully through its people and this being the main function of an effective HRMS, it is therefore imperative for these two departments to be cohesive in their functionality. Failure to do so can lead to the failure of any successful business, (Erasmus, Strydom and Rudansky – Kloppers 2016: 4).

It can be argued further that, in order for the entity under investigation to align itself with the vision of exceeding customer expectations at every Interface, it has been established that employee commitment, as brand ambassadors, has to be aligned and re-enforced in order for productivity to be maximized and maintained. According to Dattagupta (n.d), "organizational effectiveness points towards effective, prudent and strategic use of all the organizational resources, namely, Human, Financial and Technological resources for creating a competitive advantage. The organizational effectiveness also calls for creating sustainable growth and development by taking care of not only the senior shareholders expectations, but also that of junior stakeholders. It also means that management should

make the right ethical decisions in the interest of all the stakeholders, which includes all the employees of the organisation”.

Punjaisri and Wilson (2007: 57), commented on the role of internal branding within corporates and its commensurate importance in the delivery of employee brand promise. The attitude of employees, influences the manner in which they deliver service. In this study, the organisations Human Capital and Operations departments ought to view employees as marketable tools – if their attitude is right, they will always strive towards excellence and if it is not, then productivity can be affected negatively – “one employee with a bad attitude, can easily direct or influence negative energy amongst other employee/s. Punjaisri and Wilson (2007: 57), findings, from a survey of 699 respondents, indicated that participants demonstrated positive relationships among internal branding instruments and their brand promise delivery. “These tools influence the employees' brand attitudes, namely, brand identification, brand commitment and brand loyalty. Operations Managers together with an effective HRMS, should be able to identify if an employee is committed or influencing the team negatively. Ultimately, these attitudes also influence the manner in which employees deliver their service. Therefore, internal branding not only directly influences the extent to which employees perform their role in relation to the brand promise, but also influences the attitude/s that employees have towards the brand, which in turn has an impact on employees' morale thereby affecting performance”.

Srivastava, Franklin and Martinette (2013), commented that, the desire to create superior value for customers and sustainable competitive advantage, is what drives a business to create and maintain an organisational culture fit, which will influence the necessary behaviours.

Regarding the six systems of organisational effectiveness, Anderson and Adams (2015), emphasized that an effective HRMS through Leadership, Human Performance, Metrics, Accountability, Communication and Delivery Systems will create an effective organisational culture fit, for Operations, and thereby progress smoothly and subsequently to deliver the anticipated synergies.

With reference being made to similarity in previous studies, it can be indicated that the current study focus should be on how to improve the influence on productivity, satisfaction and organisational commitment, through the interaction or cooperation of two or more departments within an organisation, to produce a combined effect greater than the sum of

their separate effects. Hence, this study will explore the synergy between the Human Capital Management (HCM) and Operations Management department's, within the selected organisation.

1.3 Problem Statement

It has been established by the researcher that the organisation in this study, being a leader in the car rental service industry and also regarded as a reputable and trustworthy brand, requires the appropriate resources in order to keep ahead of its competitors. It has been identified that the instability, caused by staff movement is negatively affecting productivity, hence the researcher has chosen to determine if the synergy between the Human Capital and Operations department's, is cohesive enough, in order to host its influence on productivity, satisfaction and organisational commitment, to retain and upskill its' human capital, leading to align with its vision, which is to exceed customer expectations at every interface and continue to gain market share through its human capital.

It has been established that productivity in Operations, in most cases, especially in the service industry, is impacted negatively when there is a lack of satisfaction, as well as a lack of organizational commitment, within a specific business unit in the organisation. It is also argued that, when staff turnover occurs, the remaining employees are affected. Zheng (2017), wrote that "Managers and remaining employees are busy with tasks that are not directly related to operating the business in relation to either producing products, services or sales. Instead, they are being paid for work that will not benefit the company, until the new hire is fully trained".

As indicated earlier in this Chapter by Erasmus, Strydom and Rudansky – Kloppers (2016:4), an organisations HRMS allows for organisations to plan and prepare for succession planning, but fail to implement the plan effectively.

1.4 Delimitations/ scope

The researcher will limit his research to the Durban office only and specifically to the branch at King Shaka International Airport.

1.4.1 Limitations

The aim of the research was to establish if there is a lack of synergy between the selected organisations Human Capital and Operations departments. The researcher will limit his research to specific business units within the selected organisation, focusing mainly on the operations staff, referred to as Rental Sales Agents, Supervisors and Managers, who are deemed as the customer facing or at the forefront of the car rental business and the business units Human Capital department that is responsible for an effective HRMS. The business unit's Operations staff that interact with customers and have a direct impact on productivity of operations, has a sample size of 50 out of 200 employees at the branch that either have or may have been affected by the negative impact on productivity, and thereby influencing organisational effectiveness, negatively as well.

1.5 Literature Review

Shuttleworth (2019), describes a literature review as, a process of gathering information from other sources and documenting it in relation to the chosen research topic. A literature review further indicates familiarity with what has already been researched and documented as topics of discussion that are seen to be on going.

In this study, the following topics were explored under the literature review:

- Introduction
- Macro Environment Factors influencing staff movements within the selected car rental company that is imposing on productivity
- Micro Environment Factors influencing staff movements within the selected car rental company that is imposing on productivity
- Staff Turnover
- Alleged causes of staff turnover at the selected car rental company
- Impact on remaining employee's performance
- Understanding employee reasons for leaving the selected car rental company

- Retention
- Reasons for Retention
- Important trends in Human Resource Management (HRM)
- Conclusion

Resources used to support this study:

- Internet documents/ on line sources
- DUT Summon Search
- Research journals and publications
- Text books
- Other Masters Dissertations

1.6 Purpose Statement

The researcher in this study aspired to investigate if the synergy between the Human Capital and Operations department's at the selected car rental company were cohesive enough in order to host its influence on productivity, satisfaction and organisational commitment for the organisation.

1.7 Study Objectives

This study aims to:

- Review the recruitment and selection procedures,
- Review the individual development and retention strategy for employees,
- Investigate the possible causes of staff turnover within the business unit,

- Determine the impact of staff turnover on productivity and gauge satisfaction of the remaining employees' performance within the organisation, hence determining, if the sample of remaining employees' performance, is impacted by staff turnover, and
- Provide recommendations in order to improve on staff retention.

1.8 Research Questions

- What are the causes of staff turnover at the selected car rental company?
- In what way does staff turnover impact on organisational effectiveness and customer service?
- What is the effect of staff turnover on the remaining employees' performance at the selected car rental company?
- Is selection and recruitment driven by an effective Human Resource Management System?
- Is there an effective development and retention strategy within the business unit?

1.9 Significance of the study

The organisation in this study is a renowned international business, having the support of a major stakeholder in Southern Africa. The aforementioned stake holder distributes leading global brands, providing integrated rental, fleet management, product support and logistics solutions. Findings from this study can be transferrable regarding sharing of best practice in relation to other internal segments which share the need for organisational commitment. In order to overcome any barriers to implementing the required synergy between (HRM) and Operations, a thorough comprehension of what organisational effectiveness entails, is required.

Baldoni (2013), indicated that the Human Capital and Operations Department's function of preparing and retaining committed employees is imperative for organisational commitment, thereby ensuring that all the organisation's stakeholders stand to benefit from organisational

effectiveness. Engaged employees work harder and perform their tasks with devotion and dedication, when they have a proper understanding of their role and function within the business and are given the proper leadership guidance.

1.10 Anticipated benefits from the research

The results are to be disseminated to the organisation in this study, providing meaningful results for realigning of policies and procedures in creating an effective HRMS and having a fully engaged work force. Srivastava, Franklin and Martinette (2013), expounded, that businesses are motivated and driven by a desire to create superior value for customers and sustainable competitive advantage, by creating and maintaining an organisational culture fit, which will influence the necessary behaviours and create internal employee competition, allowing employees to become self-motivated and engaged. The need for respect is universal, but the various generations may not define this in the same way. Older generations refer to respect in terms of listening to my opinions, while younger generations characterised respect as, listen to me, and pay attention to what I have to say.

1.11 Structure of the Dissertation

1.11.1 Chapter 1 – Introduction and background into the study

Chapter one provides an overview of the research, provides a background, identifies the problem, the aim, and the importance of the study.

1.11.2 Chapter 2 – Literature review and theoretical framework

Chapter two covers the literature review and theoretical framework of the study.

1.11.3 Chapter 3 – Research Methodology

In Chapter three the researcher provided a justification for the methodology used to investigate the synergy between the organisations Human capital and Operations department as a tool to address the influence of staff turnover on operations and its impact on productivity on the remaining employees. The research design, sampling methods and procedure, data collection methods, target population, data analysis, validity and reliability, construction of the questionnaire, administering of the questionnaires, construction of the

interview schedule, Pre-testing, ethical considerations, de-limitations/ scope and limitations, were all covered in this Chapter.

1.11.4 Chapter 4 – Research findings and data analysis

Chapter 4 presented the findings of the study, as well as analysis of the data.

1.11.5 Chapter 5 – Recommendations

The study sets out five objectives, with the aim of understanding if the remaining rental staff at the selected car rental company, are impacted by staff movements. Two (2) out of the five (5) objectives provided further recommendations to be reviewed and adopted to assist the business units concerned.

1.11.5.1 Conclusion

This section presents an overview of the study. The main problem, background to the study, research objectives and questions. The research methodology is explained including the structure of the research.

Chapter 5 highlights recommendations.

1.11.6 Bibliography

This section presents information on the sources used to support the study. Information extracted from additional documents, websites, other literature and studies that were used as supporting references.

Chapter 2

Literature Review

2.1 Introduction

Armstrong (2016) described HRM embraces both a strategic as well as coherent approach to human capital, which is considered to be an organisations most valued asset, rather than its biggest cost. An organisation's employees, individually and collectively, facilitate the achievement of organisational objectives through their effort expended in the operations of the entity. A strategic HRM approach bridges the gap between theory and practice and guides the process of SHRD strategy formulation and implementation.

In this Chapter the researcher will investigate the instability of staff movements and its impact on productivity and satisfaction, and thereby determine if this is also affecting the remaining employee's performance at the selected car rental company. The researcher will also explore further if the synergy between the Human Capital and Operations Departments are cohesive enough - is HRM and Operations working together, in order to host its influence on productivity, satisfaction and organisational commitment and to establish whether the right people are being hired for this type of industry? The study will further identify what are the other possible factors that may be influencing staff turnover and how does this impact negatively on the service delivery of the organisations operations, to both, its' internal and external customers, based at King Shaka International Airport.

Armstrong (2016), asserted that an Organisation's Human Capital Department, should have strategies in place for improving organisational effectiveness, through understanding the importance of having the synergy between HR and Operations Departments to collaborate effectively. It is agreed that staff turnover affects organisational effectiveness and that it should be addressed in its early stages by the relevant Line Manager/s to Senior Management, and *vice versa*. These meetings should also include the involvement of its Human Capital Management Department, who should work towards engaging employees to increase productivity levels thereby adding more value to the success of the brand through its workforce and most importantly addressing the issue of staff retention. This will bring about stability within the business unit and in the organisation as a whole. .

2.2 Macro Environment Factors influencing staff movements within the selected car rental company that is imposing on productivity

Needle (2004:34), describes the external or macro environmental factors impacting on a business as those factors that include the natural, technological, social, political and economic factors. For this study, it was found that certain social factors have a negative impact on the organisation. Social factors are described as the society in which the business is located – its demographics.

2.2.1 Type of industry

An important segment impacting the car rental industry is the leisure market, on which Anon (2018), reports the following – “the car rental industry – earns most of its revenue from corporate businesses, which accounts for 53% of the value of all rental sales. The leisure market also remains an important sector and during 2017 there was an increase of 16.7% in car rentals by international visitors and a 1.6% growth in local leisure rentals following on from growth of 22% and 12% respectively in the foreign and local leisure segments in the previous year. The South African car rental industry grew in revenue by 3.6% in 2017 reaching an estimated total of R5.2bn”.

Acknowledging the stats provided, indicates the rapid growth in the car rental Industry and the reason why it will be deemed important to have the best employees on board and to also retain the services of these employees, with a structured development plan in place. With the corporate sector having the highest demand for car rental, they demand value for money. As emphasized by Punjaisri and Wilson (2007), where they placed emphasis on internal branding – “employees become brand ambassadors and they need to know what the brand stands for; and also for employees to understand the demand for the brand, which makes the brand a leader in its industry”, and for it to be considered, reputable. Employee engagement therefore plays a pivotal role in the type of industry, where service delivery adds value to the brand. Once an individual is employed in an organisation, his/ her career development journey begins – but only once the employee begins to learn more about the job and type of industry, can this be advantageous or perhaps even disadvantageous.

2.2.2 Working Conditions

As discussed in Chapter 1 of this study, according to Shen and Dicker (2008), shift work is based on demographic variables, namely, the employment sector, type of industry, health, family and social lifestyles. It has been implied that shift work can be attractive because these workers receive a competitive income, without the need for any tertiary qualification.

These candidates could be individuals with fewer responsibilities at home and thereby place loyalty on their work.

Relative to the type of industry, most car rentals take place at major airports, where travel into cities allows for business people, locals or holiday makers, to have access to transport whilst they are away from home and their own vehicles. It has been observed by the researcher that businesses based at major airports adhere to the operating hours of the airport, in order to be a service provider. This therefore requires that human capital are in place to manage the required operating hours.

It is confirmed that at King Shaka International Airport, the operating hours are from 05h00 to 23h00, making it an 18 hour operation. This will then mean that human capital will have to be employed to work shifts in order to cover the operating hours. The researcher has established that working shifts at King Shaka International Airport, is seen as a challenge for most people, due to the shift cycles of businesses operating at the said airport and transport to and from being a further challenge, as the shift cycles do not coincide with the operating times of public transport. It is therefore indicated that candidates selected for a particular job, based at the airport and who will be working shifts, must have their own transport. Own transport is therefore a pre-requisite in order to be considered for employment for shift work, in this type of industry and in return, an attractive remuneration package is offered.

According to Shen and Dicker (2008), it was also implied that candidates who are desperate to secure employment are willing to take on any job and as a result, market themselves at the time of an interview, as having met all the requirements described on the job specification or in the interview namely, shift work, own transport, working on weekends and public holidays. It was also implied that operations managers are desperate to secure placement to overcome lost productivity and low team morale and are found to recruit hastily by judgement calls, due to the high demands of an operation. In the current study, it was observed that once the successful candidate is employed, begins his training path and starts to settle into his/ her role, then he/ she realises the output required of them. It was noted that, as a part of the internal procedure at the selected car rental company, the new employee is buddied with a more experienced employee and is expected to work on the required shift. It was also noted that being in an airport environment, the shifts are structured according to the operation of the airport and the various times of flights, both in and outbound. The new employees had difficulty adapting to the operating hours and more so, the times of getting ready to report for duty. It was found that the working hours and shift cycles impacted their lifestyle thereby forcing the new recruit to seek alternate employment, either by applying for other internal vacancies that are not shift related or leaving the

organisation within the short space of time in employment. Later in this Chapter we discuss some points under work life balance.

2.3 Micro Environment Factors influencing staff movements within the selected car rental company that is imposing on productivity

According to Needle (2004:34), the micro environment refers to the internal environment of the business, encompassing various business functions and the management thereof, namely:

2.3.1 Recruitment and Selection Process

Recruitment and selection should serve as the core function of bringing the right people on board. This will inevitably play an important role in the success of the organisation. As indicated by Bratton and Gold (2017: 239), that, although these two terms are often used synonymously, a distinction needs to be drawn, whilst also establishing a clear link between them in the following way:

“Recruitment: is a Human Capital Management function that assists in the process of generating a pool of capable candidates ready to apply for employment into an organisation.

Selection: is the process by which Managers use specific instruments to choose from a pool of applicants, with the most suitable candidates, most likely to succeed in the role”. Bratton and Gold (2017: 239).

In the current study, it was hinted that the Operations Manager of the relevant department, will have an idea of when he needs to employ staff, but needed to be mindful of whether the Human Capital Department had a possible list of candidates in the pipeline ready for recruitment? It is important to consider where this pool of candidates is generated from. These types of questions should be asked to the Manager of the Human Capital Department who is responsible for recruitment for this business unit. According to Russel Stephanie, getting the right people on the bus, for the branded organisation, is what assists in being a leader in the industry.

Zheng (2017), states that “Managers and remaining staff are being paid for work that will not benefit the company, until the new hire is trained and can stand on their own two feet. After all, once the new hire is recruited into the respective department, it is then up to the Operations Team to nurture this new employee until he/ she is fully productive and able to deliver on the required standards, hence, Operations and Human Capital should be cohesive

in order to achieve a common goal, that is a successful recruitment strategy and a productive business unit”.

Russell (2016), emphasized on, “Getting the Right People on the Bus: Recruitment, selection and integration for the branded organization”. Russel (2016), further commented on, Human Capital Managers and Operations Managers who need to work together, to ensure that candidates were the right fit for the job. Once the new hire is employed, it is up to the Operations Manager and Supervisors to facilitate on the job training and development. Hence, recruitment for a respective business unit should involve a panel interview to ensure the recruitment and selection process assists in identifying the talent of the person/s required to fill the current vacancy or future positions that may become available.

2.3.2 Lack of Organisational Commitment

According to an article, a study carried out by a group of students, Zeeshan, Sarwat, Mishal, Imam and Muhammad (2016: 88-96), based on the telecommunications sector of Pakistan, related to employee turnover, asserted that due to a lack of commitment from Operations Management and Human Capital Management within an organisation, this further affected staff turnover and impacted on organisational stability.

Based on this current study, the researcher has established that similar and other factors which stand out and are explored further in this Chapter, as alleged causes of high staff turnover within the selected car rental company. It can therefore be implied that irrespective of the industry type, it is vitally important for departments to collaborate effectively, in order for a business to achieve its goals. In this study, the factors that are believed to have influenced staff movement were identified to be, poor team management; remuneration versus type of industry, work situation, and other factors that had its influence on staff turnover and organizational effectiveness and thereby also affecting economic stability of the organisation. It is hinted that a lack of commitment between the Human Capital and Operations Departments of this selected car rental company, were offering little support to each other, thereby affecting the morale of the team/s.

2.3.3 Organisational stability

Employee satisfaction within an Organisation can determine the stability or instability of staff turnover. When employees resign after short periods of being employed, this creates a certain degree of instability within the organisation, thereby leaving new and old employees

unsettled in their roles. This behaviour can easily be detected by customers, who are the recipients of this energy and body language, when being served. According to Harvard Business Review Magazine (2016), it mentions that “organizations that operate in fast paced environments tend to experience high levels of ineffectiveness or instability and can be seen to have high levels of employee turnover rate, if a strong foundation of organizational stability that provides people with a sense of confidence, security, and optimism during times of disruptive change in the workplace, which, in turn, allows its human capital to keep calm, act rationally, and adapt effectively as the situation evolves”.

2.4 Staff Turnover

A recent study by Mbandisa (2013:30), emphasized that staff turnover encompasses employee movement, be it resignations, promotions, dismissals, or layoffs. Once there is a movement in a department, there is a sudden impact on productivity. The exiting employee is in their notice period and the department Manager is in the process of trying to recruit as quickly as possible, to avoid a gap in the team.

In the current study the researcher being an employee within the organisation, based at the Durban branch, has observed that staff at the selected car rental company at the branch, do not remain in the business unit for long periods of time. The researcher’s attention was drawn to staff movements within the business unit, and mainly resignation of employees, after a short period of being employed within the Durban Operations Department, at the selected car rental company, which was found to be affecting the productivity cycle of the relative business unit and its remaining employees performance. The researcher will probe at exploring the possible reasons for employee turnover at the selected car rental company, which is based at King Shaka International Airport.

The researcher has observed, and established that, due to the lack of cohesion between the Durban regions Human Capital Management team and Operations Department, which are allegedly not working together this has created the possible causes which have led to employees either resigning or seeking internal transfers, within short periods of being employed in the business unit. Other studies show similar causes that also impacted other successful Organisations, which were due to the lack of commitment from their Operations and Human Capital Departments, where their recruitment and selection processes played a key role in ensuring that the right people were hired for the job in relation to the type of industry, working conditions and the job specifications and that management was also

equipped to deal with culturally diverse groups, for example generation “xers” and people that needed recognition for their efforts, as discussed by Zeeshan *et al.* (2016: 88-96), and their study was based on the telecommunications industry in Pakistan.

2.5. Alleged causes of staff turnover at the selected car rental company

Earlier in the study the researcher drew our attention to a question that was asked by Zheng (2017), does staff turnover affect productivity? In this Chapter we will explore the alleged causes of staff turnover and how it impacts productivity at the branch of the selected car rental company.

In this study it is alleged that the newly appointed Rental Sales Agents, are a pool of candidates that are screened and interviewed through an external employment agency. The shortlisted candidates are regarded as perhaps the most suitable candidates which have met the profile of the job description. Human Capital will then arrange to meet with the selected candidates for a final interview and these candidates are then hired into the business. It has been established that, these candidates employed through this channel of recruitment, once employed experienced difficulty in coping with certain aspects of the job. It was mentioned that factors such as type of industry, management skills, training, work situation, employee engagement, lack of supervision, succession planning, development and retention, as well as remuneration, influenced employee turnover. As a result these factors may have contributed to the reasons why a new employee’s engagement cycle as a Rental Sales Agent, is short lived, resulting in staff movement. It was established that these staff movements had a considerable impact on the remaining employees’ performance, thereby affecting productivity of the business unit.

An article by Mamun & Hasan (2017: 66), articulated that multiple factors such as, job dissatisfaction, organization misfit, job mobility, negative working environment, and unfavourable organizational culture, trigger intentions of employees to leave, and lack of value-goal congruence which result in turn over. Mamun & Hasan (2017: 66), further reported that organizations should focus on increasing employees’ job satisfaction to reduce turnover.

2.5.1. Management Tasks – Team management

Mckay (2017) indicated that any manager wanting to perform their duties effectively, as well as develop strong teams, needs six essential management skills, namely:

- “Planning = Planning is a vital aspect within an organization
- Communication = Possessing great communication skills is crucial for a manager
- Decision-making = in relation to the business and proving confidence as a leader
- Delegation = empowering others to learn and grow
- Problem-solving = being quick with resolving issues
- Motivating = thereby bringing out the best in individuals”

McKay (2017), emphasized, that managers need to be equipped in order to see the bigger picture for them to be able to handle the constant changes in the internal and external business environments, where businesses are constantly competing in the changing global environment. For each of these tasks to succeed, effective communication is vitally important. People of all generations look up to leaders that they can trust.

2.5.1.1 Management skills

According to the Corporate Finance Institute (2017), reported that management skills are essential across positions and levels in the organisation, be it senior leadership to first level Manager’s, to intermediate Supervisors. The act of ‘managing’ demands both the soft and technical/doing skills, where the former refers to the most significant skills a manager needs to have character traits and interpersonal skills that govern relationships in the workplace.

Management skills can be further categorised into three groups which are conceptual skills, human skills and technical skills. Each of these skills are developed through learning and practical work experiences in a management role, (Corporate Finance Institute 2017).

- **Conceptual skills** – understanding of abstract ideas – evaluating all relevant factors, before managers select the best solution or alternative to consider for various possible solutions to a problem or opportunity
- **Human skills** – used by managers to understand, influence, lead and change the attitudes and behaviour of individuals and teams in the workforce. Human skills is mainly needed to manage change and conflict among employees as well as work force diversity
- **Technical Skills** – this skill reflects a managers knowledge and understanding of the business – this creates a more solid foundation for the team of human capital

reporting to this manager – as the manager will lead by example of what is needed in the work place,

Corporate Finance Institute (2017) further reported that each of these skills helps managers to relate with their fellow co-workers and their subordinates, which allows for the easy flow of activities in the organization.

Pilbeam and Corbridge (2006), had also reported the importance of employee attitudes in relation to job satisfaction and in relation to employer benefits and employer attitudes. It was also mentioned that Operations Managers have found it to be more beneficial to look at recruiting from the younger generation due to high energy levels for a fast paced environment. Some young candidates are ideal for the role and some may not be ideal. The ideal candidates are self-motivated and are therefore committed to obtaining performance objectives – hence they are candidates that are bound to grow in their roles and in the organisation. The “not ideal candidate” may be seen as a job hopper – this is when they accept a job offer, and later find that it does not suit their needs – thereby resulting in moving on quickly, from the department.

In this current study, it was seen from the development of the Supervisors, that they lacked in the six essential management skills which made it more evident that some Supervisors found it difficult to adapt to the new ways of how to manage employees. Kolding, Sundblad, Alexa, Stone, Aravopoulou and Evans (2018), argued that not all top performers are cut out to become Managers. Senior Management often make the mistake of promoting their top performers or top sales people to junior or senior Managers, yet these top sales people do not have the required soft skills, which is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively. This lack of people skills was found to have a negative impact on staff, who began to feel demotivated, thereby creating dissatisfaction in the employees' jobs.

2.5.1.2 Lack of Supervision

In the current study, it was alleged that Supervisors lacked in conceptual skills – Supervisors lacked in understanding the context of the situation and how it related to the department and the organisation – this therefore did not allow the Supervisors to see beyond the situation at hand and consider alternatives, thereby impacting on the Supervisors human skills and not equipping them to handle conflict and manage change within the department. Ray (2017),

defines the impact of supervision as “a delicate and often misunderstood function that can have a variety of effects on an employees’ performance”.

In a study by Premjee (2007:39), it was noted that “supervision can essentially do one of two things, it can either help improve results, or in other instances, it can detract from the effectiveness of employees, hence influencing employee turnover and thereby impacting negatively on productivity”.

McKay (2017), elaborated by saying that supervising involves numerous responsibilities for Managers and subordinate employees within an organisation. Supervisors act as liaisons between workers and management and are expected to perform with efficiency, integrity and honesty. According to McKay (2017), also believes that fairness in treatment and familiarity with all departmental duties are key functions if worker cooperation and trust are to be gained. McKay (2017) further noted that Supervisor responsibilities include well-versed knowledge of policies and procedures, striving towards goals and objectives and ensuring employee adherence to work standards. Quality controls should also be understood and adhered to. Failure to do so, results in non-compliance which can result in dismissal, hence staff turnover is again impacted and productivity is affected- all through lack of organisational commitment.

2.5.1.3 Work Pressure

Premjee (2007: 43), cited that Peccei & Rosenthal (1997), emphasized on job pressure and its effects on employees and also defined job pressure as: “it refers to the degree to which employees perceive their job to be pressurised both in terms of the pace of work and the workloads involved. Employees do not experience the same level of pressure or display similar outcomes for a given type of pressure. Highly pressurised positions create stress because they make people feel both overworked and uncertain about what they should be doing, (Netemeyer, Barton, & Johnston, 1995). Demeroute *et al* (2001), indicates that when job pressure is high, employees experience exhaustion. As stated above, Stress produces harmful physiological outcomes as it is negatively related to job satisfaction, organisational commitment and performance”.

The study conceptualizes that job pressure is expected to have a negative effect on commitment to customer service. In the current study, it was highlighted that, due to employees being under tremendous pressure and not having a proper support structure, the researcher found that lack of management skills and poor fleet planning, resulted in the respective business unit being understocked daily of cars to rent, thereby leaving front line

staff to handle irate customers waiting in queues. This resulted in high levels of stress experienced by these front line staff. This often led to staff booking off sick and staying away from work. As emphasized above by Premjee (2007:43), “the degree to which employees perceive their job to be pressurised both in terms of the pace of work and the workloads involved”, and referring to the current study, it can be argued that should management plan adequately, employees would not have tremendous amounts of stress and will therefore love what they do, leaving work at the end of their shift, with a sense of accomplishment.

2.5.1.4 Training and Development

Kolding *et al* (2018), has further argued that, upskilling and re-training workforces is seen by large organizations as a better approach than hiring, from the outside world, thereby also allowing these organizations to create the right skills balance and retain their employees by promoting their top performers to a management level. Kolding *et al* (2018), however, described softer skills, such as communication and problem solving, are seen as just as important and employees who are subordinates to the newly promoted supervisor or manager feel overwhelmed with the amount of inexperienced support. Employees began to feel pressurised, which later lead to employee disengagement and staff movement, thereby affecting productivity.

In the current study, it was confirmed that an intense training path had to be undertaken by new hires for them to understand the business and its operation. It was also hinted that, the training may seem daunting at first, but, it assisted the new hire/s to make sense of the role that they are hired for. It was also noted that, after being in the appointed role for a year, the high performers and employees that stipulated in their performance discussions, were further monitored and selected for development and were nominated to attend internal learnerships – this had boosted the morale of the nominated employees and also created a platform for other employees to improve their standards and to be nominated for learnerships as well. This also assisted the business unit, with creating a talent profile for future succession planning.

2.5.1.5 Succession Planning

Srivastava, Franklin and Martinette (2013), claimed that “Great things require Great People. Good-to-great companies get the right people on the bus and then build the strategy around these people's expertise and passion”. Having highly self-motivated individuals employed in

an organisation, creates excellent internal competition. In the current study, it was implied that operations lacked in the required management skills and as a result forced staff to seek alternate employment, as employees were finding it biased that it was only about Management and no concern was shown towards other employee/s. This contributed significantly to employee movements, which created a productivity gap, thereby affecting it negatively. Some employees in the business unit, felt that unfairness prevailed when it came to developing staff. Staff that had been in their roles for long periods of time, were not considered for an opportunity for advancement to the next level yet, a person that may have come in after them, had this opportunity of advancement available to them in a shorter space of time. Hughes and Rog (2008), article on Talent Management defines the concept and describes why it's important, particularly in relation to its effect on employee recruitment, retention and engagement, as well as to identify factors that are critical to its effective implementation within hospitality organizations. Succession planning for retention, growth and development should be the core focus to avert having ill-equipped managers, therefore, by having a talent acquisition team, this will assist with having the necessary talent readily available, which in turn will support staff retention and employee engagement. This process will also equip managers in being consistent and applying fairness to employees which can have a more positive outcome in organisations. After all, an organisations success is attained through its human capital.

2.5.1.6 Resource Inadequacy,

Hughes and Rog (2008), also argued that organisations need to have enough staff on hand to perform well, but having the lack of manpower, will de-motivate staff. In the current study, it was noted that the shifts were short staffed – this may have resulted from employees that have left the business unit and may not yet have been replaced, staff may have called in sick, staff that are on days off, staff that are on training – this resulted in employees in the respective roles that were away from the business unit, therefore creating a resource inadequacy, and thereby impacting negatively on productivity and also affecting employee engagement on the remaining staff that are working tirelessly to push out work. The staff shortages were once again emphasised from poor management skills that impacted the business unit.

2.5.1.7 Managing Culture

“In this era of technology and globalisation, many companies are making an effort to succeed in cultural diversity in the workplace – it is seen that diverse employees bring a wealth of creativity, insights, and skills to their jobs. It is up to employers to recognize, cultivate, and value these contributions. When employees feel appreciated for their worth, they automatically stand for what the brand is about. Hence, employer values need to coincide with cultural values. Some of positive benefits from having a more diverse workforce, Clarke (2020).

- Increased productivity
- Improved creativity
- Increased profits
- Improved employee engagement
- Reduced employee turnover
- Improved company reputation
- Wider range of skills
- Improves cultural insights”

Avis Budget (2018), according to the organisations internal training programme, Introduction to Management 1, the below inserts highlight, Managers having to be adequately equipped to manage their teams performance and culture in a diverse workplace:

Figure 2.1: Managing Teams

Source: Avis Budget. 2018. Introduction to Management 1 – Module

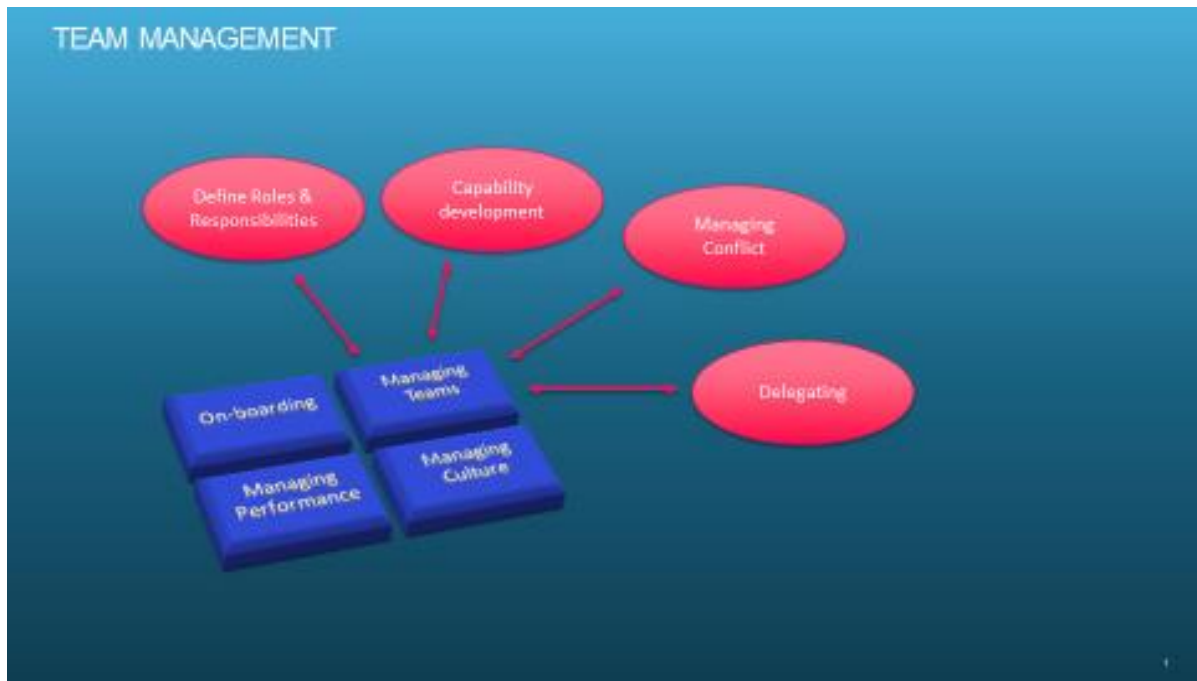


Figure 2.2: Managing Performance

Source: Avis Budget. 2018. Introduction to Management 1 – Module

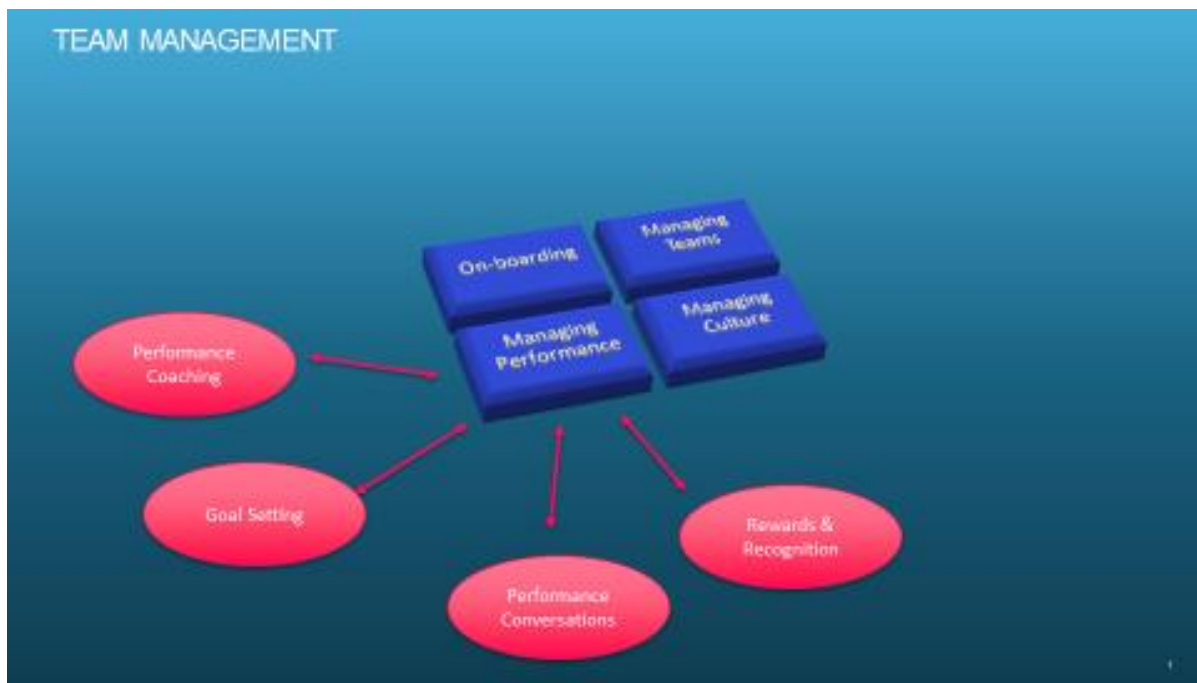
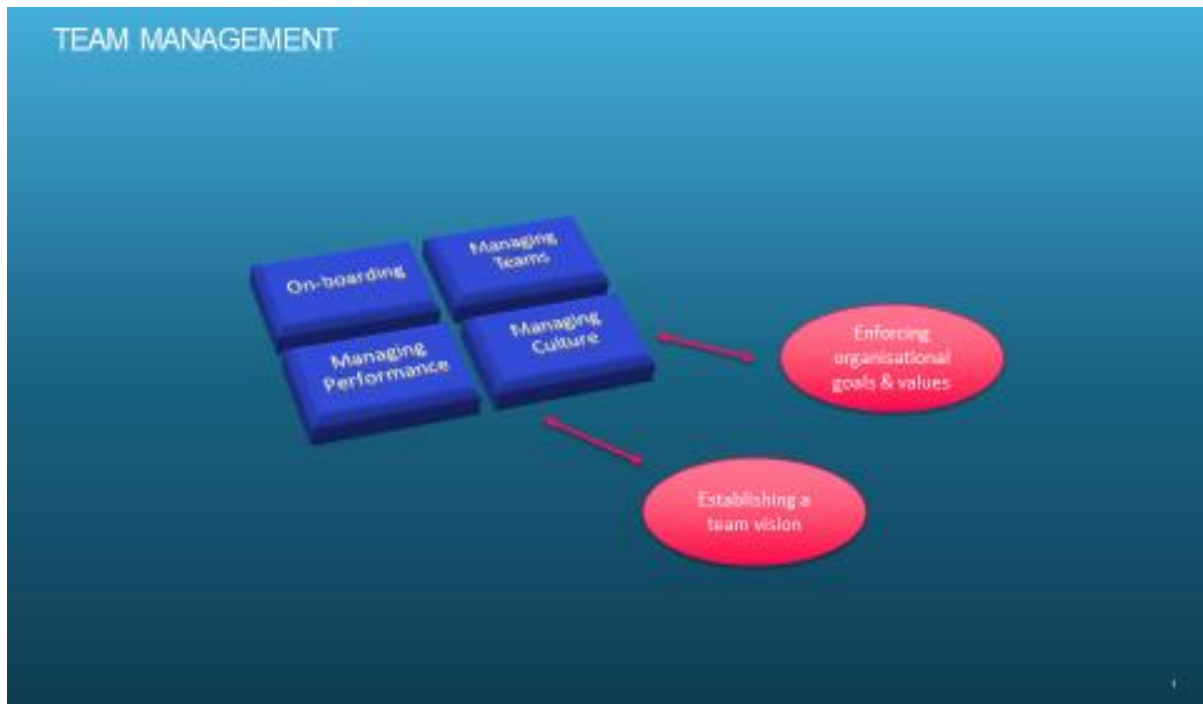


Figure 2.3: Managing Culture

Source: Avis Budget. 2018. Introduction to Management 1 – Module



2.5.2 Work situation – employee engagement

Goswami, Nair, Beehr, and Grossenbacher (2016), in their article emphasized that “the relationship of leaders’ humour and employees’ work engagement mediated by positive emotions, revealed that leaders’ use of transformational leadership style made the relationship between a leaders’ positive humour and an employees’ positive emotions, stronger in the work place. Employees felt a sense of safety – a feel safe environment that allowed them to be themselves and give off their best at all times”.

In the current study, it had become evident that Supervisors also needed to be skilled to deal with the different generations that were employed through the talent pool. It was noted that Managers and Supervisors that had been in their roles for long periods of time, found it difficult to cope with changes in the workforce and with them not adapting easily, this resulted in disengaged employees due to employee frustration, where employees did not have a feel safe environment to work in. It was mentioned that, “it feels like someone is always watching your every move”.

Deal (2017), described the four types of generations that can be expected in the work force,

- ❖ “The Silent Generation (born before 1946) values hard work
- ❖ Baby Boomers (born between 1946 and 1964 i.e. post world war ii) value loyalty
- ❖ Gen Xers (born between 1965 and 1980) value work-life balance
- ❖ Generation Y (also known as Millennials) values innovation and change,”

Relative to the work environment and management skills, consideration needs to be given to the type of candidates recruited and if they are ideally placed for the type of job. Ideal leadership should be in place to compliment the style of leading versus the variable generations in the work place.

2.5.3 Reward

Bussin (2016), emphasized that remuneration plays a critical role in attracting, motivating and retaining high-performing individuals and that reward reinforces, encourages and promotes superior performance. Reward also covers all the key areas of reward management, including pay structures and pay setting, job evaluation and employee benefits. All elements of reward in the workplace should be emphasized to employees. It is believed at the selected car rental company, that the employees are compensated well for their services and this includes various attractive company benefits, to be able to reward its employees for their services. Bussin (2016), further re-iterated that remuneration is not a stand-alone management process, but is rather fully integrated into other management processes, such as an organisations performance management process, and also includes the overall human resources policies, of which the organisations human capital, find difficulty in adapting to as they progress into their work life cycle. Bussin (2016), also mentioned that as much as there may be an attractive package on offer, the millennials of today, do not cope well with an overwhelming work load. In this study, it is found to result in staff movement, thereby placing hindrance on productivity and also impacting, the silent generation - who value hard work, the baby boomers - who value loyalty and Gen Xers – who value work-life balance.

2.5.4 Poor employee orientation

Brown (2019), reported on the most frequent complaints about new employee orientation which was seen as overwhelming or boring, or that the new employee is left to sink or swim. Brown (2019) stated further that new employees feel as if the organization dumped too much information on them, which they are expected to understand and implement in a short period

of time, referred to as the probation period. It is found that when an employee is new to his or her work environment, there will be a level of unsettledness, until the employee becomes familiar with the processes involved. Brown (2019) also mentioned that newly appointed employee/s needed to be mentored or buddied in their roles until the employee gained confidence. Employee orientation, assists the employee in gaining confidence by having a feel safe environment. It can be implied that should the orientation process not be carried out, the result is often a "confused new employee", who is not as productive as he or she could be and is therefore more likely to leave the organization within a year. It is costly to both the employer and employee. Brown (2019), further emphasized on the purposes of orientation and its impact that will benefit operations. Once again, it can be implied that human capital management and operations management, need to have a cohesive working relationship. Brown (2019) further describes the purpose of orientation and its influence on the new hire and the value that can be added to the team's morale and thereby impact productivity positively.

2.5.5. Purposes of Orientation

Brown (2019) noted, Managers, Supervisors and existing staff have to be mindful that orientation is not just a nice gesture implemented by the organization. It serves as an important element of the new employee/s welcome and the organization or department integration into operations. The most important principle to convey during orientation is the commitment of management to support continuous improvement and continual learning, for the new hire/s in the months to come. In this way, new employees also become comfortable with asking questions to obtain the information that they require in order to improve on the job learning, problem solving and eventually to make decisions, independently. Brown (2019), elaborated on 5 points, with regards to proper orientation, and its influence on an organisations' human capital, which will assist managers in their business units, these are:

2.5.5.1 To reduce start - up costs

It was propounded by Brown (2019), that proper orientation can help the employee/s get up to speed, more quickly, thereby reducing the costs associated with still learning the job. With the newly appointed employee/s, their goals should be outlined at the beginning of their engagement, thereby allowing the new hire/s, to have a better direction in what their deliverables are. This should be documented on a score card or performance appraisal of what the expectations of the role are.

2.5.5.2 To reduce anxiety

Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability to learn to do the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation and helps provide guidelines for behaviour and conduct, so the new hire/s do not have to experience the stress of guessing and can feel comfortable around their peers. (Brown 2019).

2.5.5.3 To reduce employee turnover

Brown (2019) states that as employee turnover increases as employees feel they are not valued or are put in positions where they can't possibly do their jobs. Orientation shows that the organization values the employee, and helps provide the necessary tools to succeed in the role the employee has been appointed.

2.5.5.4 To save time for the Supervisor and Co-workers

Simply put, by Brown (2019), "the better the initial orientation, the less likely that Supervisors and Co-workers will have to spend time on, on the job training and teaching the employee. Managers or Supervisors, can effectively and efficiently cover all of the important aspects about the company or the respective business unit, the work environment and the company culture, during the orientation process. The manager and co-workers will then need only to reinforce these concepts".

2.5.5.5 To develop realistic job expectations, positive attitudes, and job satisfaction

Brown (2019) iterates that It is important that new employee/s learn as soon as possible what is expected of them, and others namely co-workers/ shift partners, Supervisors and the business unit Manager, in addition to learning about the culture fit, which are the values and attitudes of the organization.

While people can learn from experience, they will also make many mistakes that are unnecessary and potentially damaging to internal relationships and the customer base. Brown (2019), exclaimed, that the main reasons why orientation programs fail, is because either, the program was not planned effectively, the employee was unaware of the job requirements, the employee does not feel welcomed or he /she is rejected by other employees on the team – this could be seen as a sense of threat, by an over confident new hire.

Brown (2019) emphasized that “employee orientation is important – it provides a host of benefits, and management can use the relative feedback from participating employees to make the orientation process even better, thereby allowing existing employees to be involved in the processes”. All new hires should complete a new employee orientation program that is designed to assist them in adapting to their jobs and work environment and to instil a positive work attitude and self -motivation from the onset.

A well planned new employee orientation program can reduce staff turnover and also save an organization a lot of money and time. Some people change jobs because they never feel welcomed or part of the organization they join.

2.5.6 Social relations

Mbandisa’s (2013), study indicates that unhealthy social relationships between employees in the organisation may lead to high or frequent absenteeism and eventually will lead to staff turnover. Mbandisa (2013) states further that “If an employee senses rejection, by other employee/s, he /she may be tempted to leave the business unit or organisation. It is therefore necessary that business unit Managers, Supervisors and co-workers should engage in healthy working relationships, for the benefit of the organisation, which provides for its human capital”.

2.5.7 Dismissals

Anon. (2019), defined employment dismissal as the act of terminating the employment of an employee, in an organisation, by the employer. To be dismissed, as opposed to quitting voluntarily or being laid off, is often perceived as being the employee's fault for not abiding by the employment code of an organisation.

Anon. (2019), defined a code of conduct as a written agreement between the employer and the employee laying out acceptable behaviour in the workplace and employer expectations. It informs employees about the acceptable standard of conduct to the company in relationship with its assets, other employees, customers and vendors. In this current study, it was reported that employees felt insecure in their roles, as there were various rules to be adhered to. Staff were placed into corrective conduct reviews and were found guilty for deviating from the rules. It was indicated that employees at the selected car rental company, misused company vehicles, and found themselves in a corrective conduct review, which lead to dismissal in most instances, also based on the rule of consistency. It was mentioned that when an employee was to be placed in a corrective conduct review, the employee was found

to be disengaged in his/ her duties, thereby placing pressure on the remaining employees too. It was also reported that from the time of investigation of the allegations to the actual final sanction to be passed, takes up to 30 days or more. When the employee, is finally dismissed, it takes up to a further 2 months, before a replacement is found. It takes up to another 3 months, before the new hire is fully productive. This estimates to 6 months of lost productivity on one individual, in a fast paced operations environment, that needs maximum human capital to perform at optimum.

2.6. Impact on remaining employee's performance

When employees leave a business unit, the business unit's deliverables are impacted, of which remaining employees are affected, from front line staff, to supervisors and even to the manager that is impacted by stress and thereby creating an unhealthy working environment. Grawitch and Ballard (2015), reported that employee attrition may be attributed to varied reasons including, stress, limited promotion and growth opportunities, disapproval of organizational restructuring/ unfair promotions and low satisfaction with company roles and responsibilities. Grawitch and Ballard (2015), further state that the human capital of an organisation is the backbone of any company, which implies that in order to sustain a business in a competitive market, the employers should seek opportunities to reduce the rate of employee turnover. Further research might help employers understand different strategies to lessen employee turnover, specifically in operations of the service industry.

Grawitch and Ballard (2015), reported that high turnover can lead to important and critical effects for remaining employees and the organization. Grawitch and Ballard (2015), found that resignation of employees might influence remaining employees either positively or negatively. Employee resignations may either improve the organizational commitment of remaining employees – where they may have felt the disengaged team member, bringing disharmony to the team or employee resignations may induce intentions of the remaining employees to follow suit. Remaining employee/s, who could see that their co-workers' departure turned out positive were more likely to leave as well, according to Mamun & Hasan, (2017: 66). It can therefore be agreed that studies by Peltokorpi, Allen & Froese, (2015), have shown that high employee turnover can have significant consequences to the organization, if an organisations employee retention strategy is not strong.

2.7. Understanding employee reasons for leaving the selected car rental company's

2.7.1. Feeling over stressed or over worked

Weiss (2017), mentioned that the highest performing employees are often burdened with the most unreasonable volume of work to perform which leads to increased stress levels that begin to affect the employee emotionally and these high performers naturally look for better opportunities elsewhere, thereby eventually resulting in a move, either to another department or even to a new company. In this current study, it was established that the rental operation is based on the number of rental check outs – being at a major airport, cars were rented out frequently, having customer's queueing through the doors of the leading car rental company. With this happening on a daily basis, there were days where there was a shortage of cars, resulting in waiting customers, some were patient and understanding and some were aggressive and agitated. This eventually began to get to some staff that were affected emotionally, with continuously having to serve customers that were aggressive and agitated. Anon. (2018), reported, It is easy to unintentionally overwork good employees because obviously, they are good at what they do. Overworking any employee can be counterproductive because it can lead to inefficient work, errors and comebacks that could be costing the organisation money.

2.7.2. Creating a work life balance

Weiss (2017), stated that being in the recruitment industry for over 20 years, she always asked candidates why they wanted to leave their current jobs, and the answer most times, was, "to have a better work life balance". Candidates, nowadays consider company culture more seriously, when looking at new positions, in an effort to evaluate if one is expected to work 40 to 45 hours a week or travel extensively or if you can actually apply agile working conditions to your role. People want more time with their families, and to avoid burn out. Agile working conditions seem to be the in thing, where people want to work from home, thereby creating a balance between their work and lifestyle. In this current study, due to shift work and in accordance with the operating hours of the airport, employees are expected to work non-stop and through the week; weekends and public holidays, which may not coincide with their families, who may be off during these periods. It is unreasonable to expect employees to keep up with that pace in the long run. Weiss (2017), reported that when work life balance is achieved, both the employer and employee benefit. The employer will experience more productivity in the work place and employees will be less stressed. In the

current study, it was asserted that the shift rosters needed to be reviewed, but Supervisors and Managers, showed little interest on the plea from staff.

2.7.3. Employee Recognition

Anon. (2017), reported that employee recognition was limited in most organisations. Employees regularly complained about the lack of recognition and appreciation in the work place. They felt that they would give of their best and it was just an expectation. “Managers who should be the most significant factor in recognizing employees are not clear about these value factors when recognition is properly provided. Some Managers even ask questions such as, “Why should I recognize or thank him /her? He/ she just doing his job.” The lack of appreciation can come in many forms including not receiving positive feedback for a job well done, broken promises, valid complaints that are shrugged off and reasonable change suggestions that are ignored.

In the current study, being based at a major airport, the car rental business is continuously busy. On certain days there are queues of people and limited cars, the team of employees on the shifts, pull off miracles, but no gratitude is shown at the end of the shift for a job well done. Over a period of time this becomes demoralising. It was also declared that employees are measured on their performance by means of a score card which is completed only twice in a fiscal year and it is only during these times, when employees are given feedback on their performance, but employees also feel that the performance of the business is based on the efforts and contributions of staff – if it weren’t for the staff, would the business have produced the results it did? Small factors influence productivity, and should employees feel unsettled in their day to day jobs, this begins to impact on their careers, hence, the thought for career change comes about and this begins to impact on productivity. Operations Managers and Supervisors, should pat their staff on the shoulder, when required.

It was also reported by Anon. (2017), that when leadership begins to make these mistakes, the environment in a healthy department can start to feel toxic and begin to encourage high-quality employees to feel unworthy and treated as a number in the business.

In her article, Anon. (2017), further emphasized that Companies lose their good employees primarily because they do not recognize their talent in time. The Department Manager, should be aware that he/ she is dealing with a skilled person/s and motivate the employee/s to engage in the development of the company. Talent management is about identifying and supporting the development of the most talented employees to implement the company’s plans. The lack of talent management in companies means that the most talented

employees, usually leave their companies, looking for better recognition of their worth. People leave organisations because of their managers.

2.7.4. Development

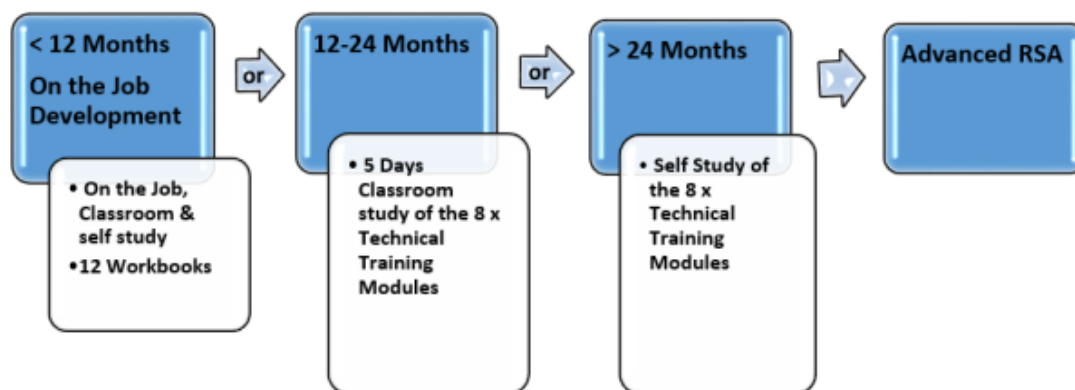
Brown (2019), also highlighted that candidates join organisations for developing their careers – it is not just a job for most people. Most applicants or employees are striving for future growth and career development. Good employees always want to continue moving up the ladder or moving forward, being able to earn more money and to be able to learn more to further develop their skills and talent. If they aren't offered continuous opportunity to grow their skills, grow personally and learn new things that interest them, or grow their salary, or earn enough in compensation and benefits to make them feel comfortable, then they will look elsewhere for a career in a company that does offer these value added benefits. Employees will leave when they feel that the opportunity to advance their career is not present at their current employer. Good employees who are engaged need to be identified, nurtured and challenged to grow in order to retain them. In this current study, Learnerships were offered to employees who were identified as star employees but, it was also found that the process for selection of candidates were not fair. Some employees were still new to the department and had been chosen, yet some employees had longer service and had not been considered for development. It was established that some employees were more eager to grow than others and this was concluded during the performance appraisal sessions, where an individual development plan had to be actioned. Weiss (2017), reported as much as employees want to be developed, it is also up to the employee to be able to show their intentions for development. Individuals cannot bottle up their feelings when it comes to their career development, although it may be seen as the job of the department manager to recognise hard work.

Avis Budget (2018), the internal training department reported a new training path for employees:

Current Staff Development Path at Selected Car Rental Company

Figure 2.4: Current Staff Development Path

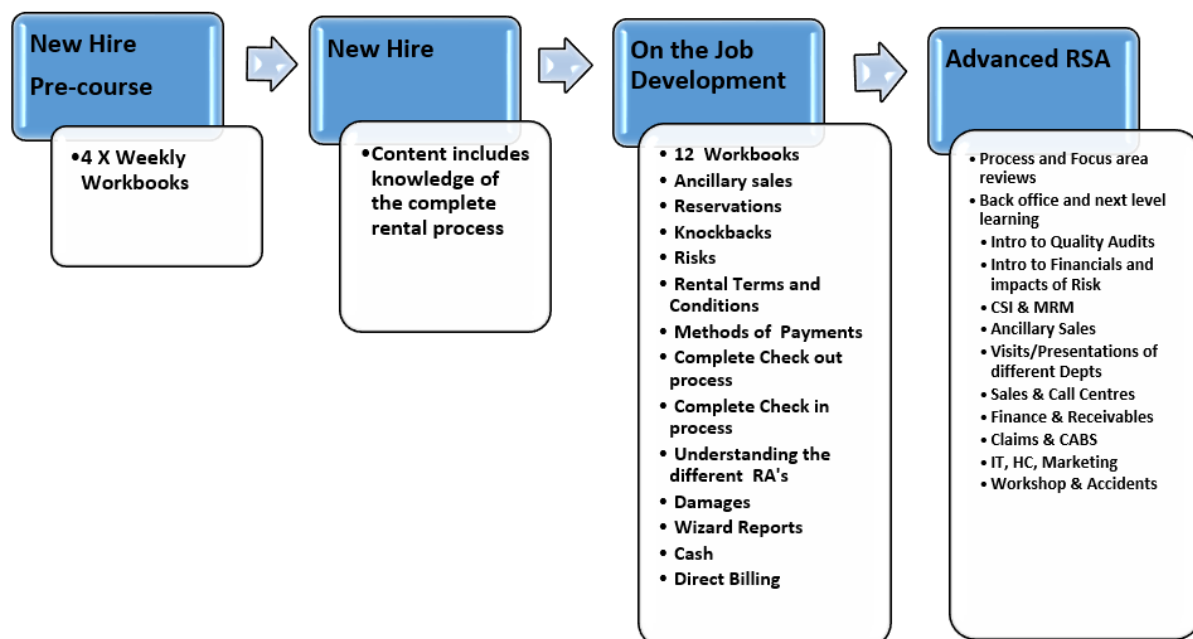
Source: Avis Budget. 2018. Internal Communication – Avis Budget Training Department



New Staff Development Path at Selected Car Rental Company

Figure 2.5: New Staff Development Path

Source: Avis Budget. 2018. Internal Communication – Avis Budget Training Department



2.8. Retention

Employee retention refers to the ability of an organization to retain its employees. The retention of highly skilled employees represents a major challenge for companies across industries, Armstrong (2016). According to an article by Harvard Business Review Magazine (2016), reported that the retention of valuable employee's resulted in improved productivity, reduced labour costs and increased competitive advantage for the organisation, which meant, where the focus is on the knowledge and skills of the people inside the organisation, is of fundamental importance? Failure to pay attention to staff retention, results in the loss of most talented employees in organisations because they attract the most attention from head-hunters and are lured away by attractive alternative offers.

Florentine (2019), Staff retention refers to a thoughtful approach to improve, attract and retain skilled people with abilities to meet both the current and future needs of the organisation. "If you wait until an exit interview to find out why a valuable employee has decided to move on, you've missed a golden opportunity — not just to keep a productive member of your team but to identify and fix issues within your organization before you lose others. Staff retention focuses on a wider concept of how the organisation can best attract, improve, maintain and retain necessary talent, through eight strategies for retaining top talent. This means that an effective HRMS for retention, begins at the recruitment stage.

2.9. Reason for retention

Florentine (2019), emphasized that employee retention is a critical issue, as companies compete for talent in a tight economy. The costs of employee turnover are increasingly high. There are other factors that prevail, which are lowered productivity, decreased engagement and morale, service quality, profitability, training costs and cultural impact, when staff turnover is in effect.

Heathfield (2019), discussed costs that are associated with turnover, which includes indirect costs and direct costs. Direct turnover costs include the cost of leaving, replacement costs and transition costs, while indirect turnover costs include the loss of production and reduced performance. Other turnover costs include, recruitment of replacement, administrative hiring costs, lost productivity associated with the time between the loss of the employee and hiring of replacement, lost productivity due to a new employee learning the job, lost productivity associated with co-workers helping the new employee, costs of training, costs associated

with the employees lack of motivation prior to leaving. To avoid these costs, development of retention plans is an important function of the HR strategic plan. Retaining employees is an important component to a healthy organisation which can avoid excessive amount of time trying to recruit and train new people.

2.10. Important trends in human resource management

Dressler (2015), explains that Human Capital Managers now need to be strategic in order to add value to organisations. HC Managers need to have the competencies to manage additional tasks, such as increasing employee engagement levels and managing talent and ethical conduct. Dressler (2015), highlighted a few themes that were found to likely have an impact on HRMS, these being,

- Continued effect of the economy on business strategy and employees (hiring of employees in relation to the financial year budgets for the year);
- Influence of information and communication technologies, that is social networking in relation to future recruiting;
- Demographic changes and its impact on diversity and labour availability, e.g. the impact of various generations in the workplace;
- The on-going significance of work life balance as employees deal with multiple caring responsibilities within households/ families; and
- A rise in volatility and uncertainty of markets.

In this current study, it has been established that productivity in operations especially in the service industry, is impacted negatively when there is a lack of satisfaction, as well as a lack of organizational commitment within specific functions of a business unit, in an organisation. As explained by Dressler (2015), there should be the need for the measure of results and the development and consistency of key Human Capital measures, in order for Human Capital and Operations departments to be in sync with each other.

2.11. Conclusion

Strydom *et al*, (2018:17), explains that South African businesses operate in an increasingly unsettled and angry environment of strikes, accusations, bribery and corruption and attacks

the basic principles of capitalism, which is regarded as being in conflict with the ideals of the employed human capital sector of the country. Businesses are increasingly regarded with distrust and is also seen as an enemy to its human capital, due to lay job offs, but more so, when employees have to be dismissed due to not following the organisations employment code of conduct. Organisations are seen as legal entities and are primarily concerned with making profits and growing their market share, therefore leaders and Managers focus solely on what is good for the Organisation. This is mostly referred to as “*seeing the bigger picture*”, but employees on the ground level do not understand the concept and therefore find it not to be in their favour and in turn, leaves the individual/s, referred to as the employee of that organisation, to seek better opportunities in other Organisations that suits their working style and life style, thereby affecting staff turnover and impacting negatively on productivity of their current Organisation

As pointed out earlier in the study, recruitment and selection plays a key function to on boarding the right people for the right job. Florentine (2019), had cited Pickett, in her article, confirming that "Retention starts right from the beginning, from the application process to screening applicants to choosing who to interview," "It starts with identifying what aspects of culture and strategy you want to emphasize, and then seeking those out in your candidates."

It can therefore be concluded in this Chapter that the organisation in the study needs to urgently review its HRMS and to include its operations team of Managers in its decision making. At the end of the cycle, it is the Operations Manager that is left with the short end of the stick and has to deal with also keeping the external customers happy. As indicated earlier in this Chapter Srivastava, Franklin and Martinette (2013), exclaimed that the desire to create superior value for customers and sustainable competitive advantage is what drives a business to create and maintain an organisational culture fit that will influence the necessary behaviours.

Chapter 3

Research Methodology

3. Research Methodology

Chapter Three elucidates on the research methodology applied in data collection. The researcher found a mixed methodology, with a leaning towards more quantitative, most suitable in light of the aims based on the objectives of the study and the sample size of the population.

A mixed methods approach was described by Bryman, Hirschsohn, Du Toit, and Van Aardt (2015:56), as an integration of both the quantitative and qualitative paradigms within a single project.

According to Babbie (2010), Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

Babbie (2010), further stated that Qualitative research can be defined as development of concepts which help us to understand social phenomena in its natural form.

In Chapter 2 of this study, the objectives were explored as the possible reasons for high staff turnover, which were contributing factors to the business units' negative impact on productivity and organisational effectiveness of the selected car rental company.

Moreover, this chapter presents the research methodology along with a description of the steps and techniques used in the collection and analysis of data. The researcher applied a systematic and objective process in his pursuit of finding answers to the research questions.

3.1 Research Design

For this study, a descriptive research design will be used. A descriptive research design attempts to obtain a complete and accurate description of the study. According to Kirshenblatt-Gimblett (2006), the research design refers to the overall strategy that a researcher chooses to integrate the different components of the study in a coherent and logical way, thereby, ensuring that the researcher will effectively address the problem.

3.1.1 Advantages of Mixed Methods Research

Mixed methods research combines both the qualitative and quantitative approach and involves using different methods to answer research questions instead of limiting researcher's to a particular research method. According to Daniel (n.d),

- “More comprehensive - it reduces the weaknesses, while drawing results from the strong points of an entirely quantitative or qualitative research methodology,
- Better accuracy – mixed methods approach works through complimenting results obtained from one method that may have been used, into the second method,
- Saves time – the research design chosen depends on the objectives of the study - there are various designs accessible in the mixed methods research that a researcher can make use of to save the most time,
- Technology benefits – with the aid of technology, there are various computer programs that can be utilized to assist and analyse both quantitative and also qualitative data, which makes mixed methods research simpler”.

3.2 Target Population and Sample

Question Pro (2019), refers to a population as a group of people, events or objects who are the focus of an investigation (total unit of analysis). In research, a population may be relatively large or small.

The target population for this study consists of 200 Avis employees based at the King Shaka International Airport branch. Purposive sampling which is also known as judgmental, selective, or subjective sampling has been identified as the sampling method that will allow the researcher to select participants who will be most likely to contribute to the data, both in terms of relevance and depth. A sample of 50 Avis employees, made up of, 40 Rental Sales Agents, 9 Supervisors and 1 Manager, from the King Shaka International Airport branch, will be drawn from the targeted population for the quantitative analysis. These have been identified as the remaining employees within the company, where operations is impacted by the perceived staff turnover (staff that have either resigned, been transferred, or were dismissed), thus leaving a productivity gap within the team or business unit, and hence impacting on organisational commitment and effectiveness.

For the qualitative analysis, an interview was conducted with the business units Human Capital Manager.

3.3 Data Collection

Data collection has been described by Question Pro (2019), “as a process of collecting information from all the relevant sources to find answers to the research problem and evaluate the outcomes. Data collection methods can be divided into two categories: Primary methods of data collection and secondary methods of data collection”.

3.4 Questionnaire construction

Data was collected using a structured close ended pre-coded questionnaire. Silverman (2011), describes questionnaires as data collection instruments that enable the researcher to pose questions to subjects in his/her search for answers to the applicable research questions for the study in progress.

Silverman (2011), advises on good practice by postulating that it is generally good practice, not to rely solely on questionnaire data, but to use the questionnaire in conjunction with at least one other data collection instrument. A questionnaire (Annexure A) was structured in a 5 point Likert scale format. A highly structured question format allows for the use of close ended questions that require the respondents to choose from a predetermined set of responses.

A Likert scale format was used in the questionnaire, which Silverman (2011), describes further that it involves the use of special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of mental belief of the statements about a given subject (strongly agree, agree, neutral, disagree and strongly disagree). The 5 point Likert scale was chosen because it facilitates robust statistical analysis.

3.5 Questionnaire Administration

Before the administration of the questionnaire, a letter requesting permission to conduct the research was requested from the Organisations Human Capital Department, (Annexure B). An approval from the Organisations Human Capital Director was received by the researcher (Annexure C). Thereafter, the researcher attached a covering letter (Annexure A) to the questionnaire and requested the respondents to participate in this study. The letters for participation from respondents were received by the researcher before distribution of questionnaires (Annexure D). The questionnaires (Annexure D) were distributed by the

researcher using the personal method. The researcher hand delivered the questionnaires to the participants for data collection. The researcher asked all respondents to return the completed questionnaires after two weeks, of which the researcher personally collected all of the questionnaires from the sealed drop off box that was used for the participants to place their responses. A register was also used to capture the participant's details. A response rate of 100% was achieved. According to Sekaran (2003), when using the personal method for data collection, the respondent is given an overview of the covering letter and questionnaire and is expected to complete the questionnaire in his/ her own time, but within an allocated due date. The researcher should be available in case of any queries or challenges that may be experienced.

3.6 Reliability of the Questionnaire

Silverman (2011), further mentioned that, one of the key considerations in research is the reliability of the instrument, which alludes to whether the results of the measuring processes are consistent on occasions when they should be consistent. Reliability is a statistical concept and is related to consistency and dependability, that is, consistency in obtaining the same relative answer when measuring phenomena that have not changed. The questionnaires are often one-time data gathering methods with a very short life, administered to a limited population and have a very limited purpose.

Silverman (2011) mentioned the types of reliability include the following:

- “Test-retest reliability (coefficient of stability). Consistency is estimated by comparing two or more repeated questions of the measuring instruments. This gives an indication of the dependability of the result on one occasion which may then be compared with the results obtained on another occasion
- Internal consistency reliability - this indicates how well the test items measure against the same items being tested”.

3.7 Construction of the Interview Schedule

Silverman (2011), wrote that, “semi- structured interviews allow for flexibility, and allows the researcher to undertake comprehensive data collections about the participant's experiences,

perceptions and attitude". Silverman (2011), further stated that it is not good practice to rely solely on a questionnaire, therefore in this study it was necessary to use an interview schedule because, not all the objectives could be addressed with the questionnaire. An interview schedule was constructed to address the first objective of recruitment and selection procedures, of which the Human Capital Manager is responsible for. The researcher had to use this interview schedule as a fact finding exercise. The questions being asked to the respondent, could not be leading questions or accusatory in any way. If this was found to be the case, the respondent would not have given an honest response. The questions for the interview schedule had to be carefully constructed around the findings of the current recruitment and selection procedures and to be able to see if the current procedures needed to be changed. An interview schedule with eleven (11) questions was designed, to probe on the recruitment and selection procedures of candidates for the specific business unit within the selected car rental business.

3.8 Data Analysis

Data analysis entails obtaining meaning from the collected material, as explained by Bhasin (n.d), that analysis of data means studying the tabulated material in order to determine inherent facts or meanings. Data analysis involves the breakdown of existing compiled factors into simpler parts and then placing these parts together in new arrangements for the purposes of interpretation. Bhasin (n.d), further stated that it can be simply related as a detailed process of analysing, cleaning, transforming and presenting useful information with the goal of forming conclusions and supporting decision making.

In this study, a descriptive data analysis method was used. As explained by Bhasin (n.d), this method describes the main features of the collection of data, quantitatively. Descriptive data analysis is usually applied to the volumes of data such as census data. For this study, questionnaires were distributed to 50 participants to collect data. After two weeks the questionnaires were collected and counted to ensure that all respondents had answered and completed the questions. The returned questionnaires were coded and captured by the researcher. The data was analysed by means of Statistical Package for the Social Sciences (SPSS) version 23 for Windows. According to Bhasin (n.d), in today's business world, data analysis plays a role in making decisions more scientific and helping businesses operate more effectively. Hence, data analysis is a process of inspecting, cleansing, transforming and modelling data, with the goal of discovering useful information, informing conclusion and

supporting decision-making, thereby bringing order, structure and meaning to the mass of collected data.

For the qualitative analysis the thematic content analysis will be used. As defined by Question Pro, (2019), thematic analysis is a method of analysing qualitative data. It is usually applied to interview transcripts whereby the researcher closely examines the data to identify common themes – topics, ideas and patterns of meaning that come up repeatedly.

3.9 Pre – Testing

According to Creswell and Guetterman (2018), explained that in order for the successful completion of a sound research project, a pilot study is mandatory. Creswell and Guetterman (2018), further stated that, in order to determine the effectiveness of a survey questionnaire, it is necessary to pre-test it before actually using it. Creswell and Guetterman (2018), also mentioned that Pretesting can help the researcher to determine the strengths and weaknesses of the survey, in relation to format of the questions, wording and sequence and to ensure that there is no ambiguity or biasness, so that the measuring instrument is perfect for data collection.

For the purpose of this study, 10 respondents participated in this study and they were randomly selected to test the questionnaire, to verify if any revisions were necessary before the actual administration of the questionnaire to the target respondents. The respondents used for the pre-testing, did not include those in the target population of 50 elements. The pre-testing was successful and no amendments were required.

The pre - test of the questionnaire for this research study was undertaken with aim of ensuring the following:

- To determine if the proposed data analysis techniques could expose any potential challenges – seeing that respondents are able to be honest in their replies;
- To authenticate if the research procedure was realistic and workable for this study; and
- To check the elimination of any ambiguities which may cause statements and instructions to be confusing in the questionnaire.

3.10 Anonymity and confidentiality

As described by Question Pro (2019), Anonymity, is a series of questions given to participants so that the researcher and other parties cannot identify who submits which

responses. Identifying information includes names, birthdates, location, and other data points that can easily identify respondents.

3.10.1 Why is Anonymity important?

According to Question Pro (2019), anonymity is important for the researcher to protect the identity of informants, so that their responses and information are not used against them.

The most appropriate response is obtained from the respondents in order for the study to be effective. In this study, the demographic structure of the questionnaire will not require the name or identification of the respondents.

The researcher complied with anonymity to protect the rights of the respondents, by promoting voluntary participation where participants were not pressurised into participating in the data collection process. When you let people know that you are conducting an anonymous survey, they know their identity will remain confidential. This will make them comfortable to respond with the most favourable selection of answers.

Confidentiality: An ethical consideration in research as explained by Question Pro (2019), is to ensure that the respondents are protected and that the most appropriate response is obtained from the respondents in order for the study to be effective.

3.10.2 Why is confidentiality important?

As indicated by Question Pro (2019), in a trusting relationship, the information given, is not to be disclosed to any other party. Information from participants will not be divulged to the public nor made available to colleagues, subordinates or superiors.

The researcher complied with confidentiality, where the information received from participants was not to be divulged to the company superiors, other participants or subordinates.

In this study, all information about the participants were treated with utmost confidentiality and the participants were strictly anonymous. All responded questionnaires were placed into a sealed box. When the questionnaires were removed, the researcher had no knowledge as to which response was from which respective individual. A covering letter (Annexure E) also assured respondents that all responses would be treated with utmost confidentiality and will remain anonymous.

3.11 Ethical Considerations

In order for the researcher to be able to conduct the research, permission was obtained from the organisation, selected for the study.

Annexures F; B and C will provide the relevant information.

- Annexure F = email that was sent to HR/ Training Department
- Annexure B = Request for permission to conduct the study
- Annexure C = Gate Keeper's Consent

3.12. Delimitations/ Scope

The researcher limited his research to the Durban office only and specifically to the branch located at King Shaka International Airport, north of Durban.

3.13. Limitations

The researcher limited his research to a specific business unit, within the selected car rental company, focusing the study mainly on the operations staff, namely the Rental Sales Agents, Supervisors and Manager. These are the staff that interact with customers and have a direct impact on productivity of the operation. This sample constituted a sample size of 50 employees out of 200 working at the branch that either have or may have been affected by the negative impact on productivity, and thereby influencing organisational effectiveness, negatively as well.

3.14. Conclusion

A qualitative research design was chosen as the relevant research approach for this study. A pilot study was conducted with ten participants to test the reliability and validity of the questionnaires before the questionnaires were handed out to the target respondents. The target population comprised of the Rental Sales Agents, Supervisors and a Manager within the selected car rental company. The survey method was used to administer the questionnaires to all 50 targeted respondents. A high response rate of 100% was obtained using the personal method for the questionnaire administration.

An interview schedule had to be drawn up to address the questions around recruitment and selection procedures. The interview schedule was used to interview the regions Human Capital Manager that is responsible for the recruitment and selection process.

The next Chapter focuses on the analysis of the results and discussion of the findings from the questionnaire that was administered to the respondents.

Chapter 4

Research Findings and Data Analysis

4.1. Introduction

This Chapter focus on the presentation of data collected from the questionnaire which was distributed to the research participants.

A structured close ended questionnaire was used to collect the data from the rental staff of the selected car rental company, based at the major airport, north of Durban where a sample of 50 employees, made up of 40 Rental Sales Agents, 9 Supervisors and 1 Manager, will be drawn from the targeted population, using the survey method. A high response rate of 100% was obtained using the personal method for data collection.

Recruitment and selection is carried out by the regions Human Capital Manager, therefore the researcher had to approach the objective of Recruitment and Selection by means of an interview schedule with the Human Capital Manager.

This qualitative method will further assist the study by identifying, examining and interpreting, how these themes and patterns, can help to answer and understand the research questions around recruitment and selection to this study.

4.2. Objectives

The main aim of the study was to determine the synergy between the Human Resources/ Human Capital and Operations departments and its influence on organisational commitment. It was observed that there was human capital instability, where staff turnover within one of the business units, at the selected car rental company, was impacting negatively on productivity and satisfaction.

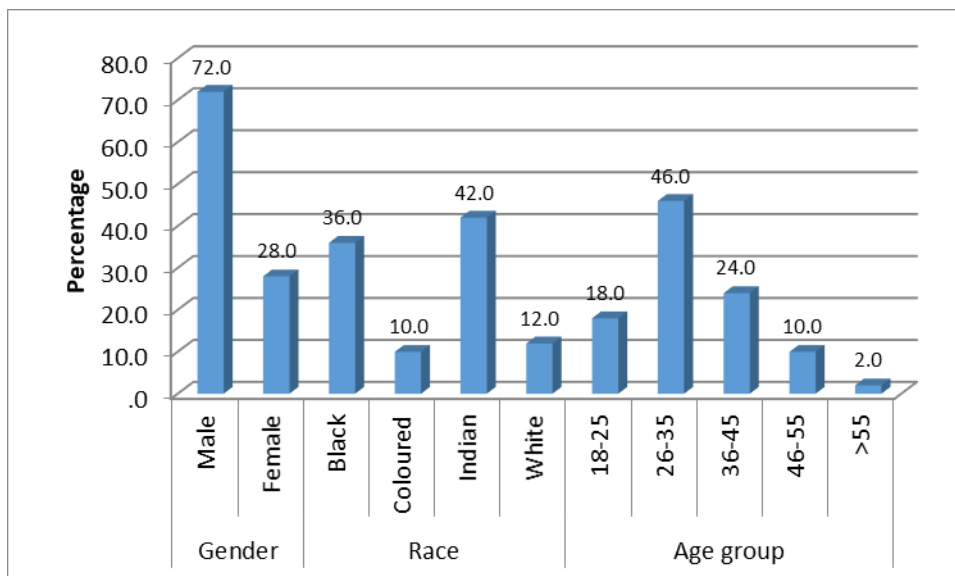
4.3. Tests used in the analysis

- Descriptive statistics including means and standard deviations, where applicable. Frequencies are represented in tables or graphs.
- Wilcoxon Signed Ranks test: A non-parametric test used to test, in this study, whether the average value is significantly different from a value of 3.5 (the central score). This is applied to Likert scale questions. It is also used in the comparison of the distributions of two variables.
- ANOVA. A test for several independent samples that compares two or more groups of cases in one variable.
- Pearson's correlation: Correlations measure how variables or rank orders are related. Pearson's correlation coefficient is a measure of linear association.
- Independent samples t-test: A test that compares two independent groups of cases.

4.4. Analysis of Demographic Data

This section analyses the demographical details of the participants.

Figure 4.1. Profile as per Gender, Race and Age group as per percentage of the sample size,



1. Gender:

- 72% were males
- 28% were females

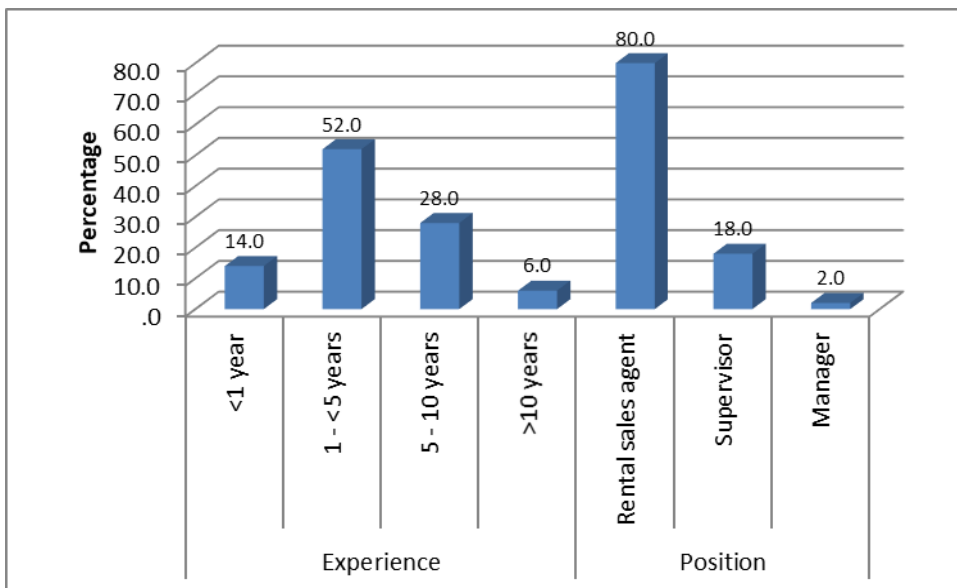
2. Race group:

- 36% Black/ African
- 10% Coloured
- 42% Indian
- 12% White

3. Age group

- 18 – 25 = 18%
- 26 – 35 = 46%
- 36 – 45 = 24%
- 46 – 55 = 10%
- >55 = 2%

Figure 4.2: Experience and Position held in the Business Unit



The graphs above show data of the years of experience and the position held by each of the relevant respondents in the business unit.

- 14% of the respondents = <1 year
- 52% of the respondents = 1 to <5 years
- 28% of the respondents = 5 to 10 years
- 6% of the respondents = > 10 years

Reviewing the above stats, a total of 52% of the business units workforce are employed between 1 year up to <5 years. In this category it was indicated that there was staff instability, where staff did not last too long in the role/ position that they had signed up for.

Figure 4.3: Summarises the responses of Section B Retention strategies in a single table – listed below:

Summary of Test Statistics Based on positive ranks & Wilcoxon Signed Ranks Test for Section B: Retention Strategies			
Statement	Mean	Median	P Value
B1 My manager/ supervisor recognises my contributions in the workplace	5.24	5.00	-5.964a .000
B2 My manager/ supervisor goes out of his/ her way to get to know me and what 'makes me tick'	4.92	5.00	-5.444a .000
B3 My manager/ supervisor encourages and empowers me to do my best	5.28	6.00	-6.052a .000
B4 My manager/ supervisor communicates all relevant information to me	5.34	6.00	-6.120a .000
B5 I have a good sense of the goals of the company	5.44	6.00	-6.198a .000

B6 I have a clear sense of what my job is about and what I have to do	5.62	6.00	-6.377a .000
B7 My manager/ supervisor understands/ knows my personal needs and preferences	5.08	5.50	-5.637a .000
B8 My manager/ supervisor is fair/ consistent	5.18	5.00	-6.017a .000
B9 My salary scale is aligned to my job grade	4.46	5.00	-4.050a .000
B10 I see opportunities for me to move up in the organisation, in time	4.56	5.00	-4.302a .000
B11 There is effective collaboration in the unit in which I work	4.90	5.00	-5.705a .000
B12 My manager/ supervisor encourages an open door policy	5.16	5.00	-5.791a .000
B13 The training that I receive is effective and helpful	5.20	5.00	-6.035a .000
B14 The Organisation provides sufficient support for me to learn my role	5.35	6.00	-6.187a .000
B15 My manager/ supervisor inspires me to perform better	5.24	5.00	-6.005a .000
B16 I understand how my role contributes to achieving business goals	5.50	6.00	-6.337a .000
B17 My manager/ supervisor makes me feel that the work I do is important to our business	5.24	5.00	-6.200a .000
B18 I have developed sufficient trust and rapport to work together with my team	5.39	6.00	-6.205a .000

The Wilcoxon signed ranks test was applied to test for significant agreement/ disagreement. This tests the median of the response scores against the central score of 3.5 (half way between 1 and 6).

The mean (and median) values (Fig 4.3) are all >3.5. This tells us that where there is a sig result, we have significant agreement. [If the mean/ median were <3.5, it would be sig disagreement].

The p-values in Fig 4.3, also show a significant result.

Hence, the result for section B: Retention Strategies, of the questionnaire reveals that there is significant agreement to all the above items shown in the table.

A factor analysis extraction process with Promax rotation was used to explore the structure of the data relating to retention strategies and to identify latent factors present.

A KMO of .851 indicates that the data was adequate for successful and reliable extraction; while a significant Bartlett's test ($p < .05$) indicates that correlations between items are not too low.

For section B, three factors were extracted, which account for 78.66% of the variance in the data.

A summary of the factor analysis is shown in the table/ figure 4.4 below:

Figure 4.4: Section B - Factor Analysis

Factor	Items included	Percentage variance explained by the factor	Cronbach's alpha
Rewards and relationships (RR)	B10 I see opportunities for me to move up in the organisation, in time	60.11	.910
	B17 My manager/ supervisor makes me feel that the work I do is important to our business		
	B11 There is effective collaboration in the unit in which I work		
	B14 The Organisation provides sufficient support for me to learn my role		
	B18 I have developed sufficient trust and rapport to work together with my team		

	B12 My manager/ supervisor encourages an open door policy		
	B9 My salary scale is aligned to my job grade		
	B13 The training that I receive is effective and helpful		
Supervision (SUP)	B1 My manager/ supervisor recognises my contributions in the workplace	12.18	.954
	B3 My manager/ supervisor encourages and empowers me to do my best		
	B4 My manager/ supervisor communicates all relevant information to me		
	B7 My manager/ supervisor understands/ knows my personal needs and preferences		
	B2 My manager/ supervisor goes out of his/ her way to get to know me and what 'makes me tick'		
	B8 My manager/ supervisor is fair/ consistent		
	B15 My manager/ supervisor inspires me to perform better		
Goals (GOAL)	B6 I have a clear sense of what my job is about and what I have to do	6.38	.864
	B5 I have a good sense of the goals of the company		

As seen in the above table, Cronbach's alpha satisfies the minimum 'requirement' for reliability and so single reliable measures can be formed using these groupings of items. For each factor, scores from the items included are averaged.

Figure 4.5: Summarises the responses of Section C, Training and Development in a single table – listed below:

Summary of Test Statistics Based on positive ranks & Wilcoxon Signed Ranks Test for Section C: Training and			
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Development			
Statement	Mean	Median	P Value
C1 My manager/ supervisor plays an active role in my career development	5.18	5.00	-6.001a .000
C2 There is relevant training available for my development in this job	5.30	5.00	-6.241a .000
C3 I am receiving training that will improve my position in the company	4.96	5.00	-5.517a .000
C4 I am receiving ongoing training to assist in my development	4.96	5.00	-5.267a .000
C5 I am receiving training that will equip me for future growth	4.80	5.00	-4.691a .000
C 6 I am acquiring skills that will equip me for promotion at some stage	4.88	5.00	-5.026a .000
C 7 My development training is structured according to my grade	4.80	5.00	-4.925a .000

Once again, there is significant agreement to all the above items shown in the table, for Section C of the questionnaire, Training and Development.

The Wilcoxon signed ranks test was applied to test for significant agreement/ disagreement for Section C.

The mean (and median) values (Fig 4.5) are all >3.5. This tells us that where there is a sig result, we have significant agreement. [If the mean/ median were <3.5, it would be sig disagreement].

The p-values in Fig 4.5, also show a significant result.

Hence, the result for Section C: Training and Development, of the questionnaire reveals that there is significant agreement to all the above items shown in the table in Fig 4.5.

Factor analysis is again applied. This time only one factor is found which is summarised in Fig 4.6 below:

A KMO of .938 indicates that the data was adequate for successful and reliable extraction; while a significant Bartlett's test ($p < .05$) indicates that correlations between items are not too low.

Figure 4.6. Section C - Factor Analysis

Factor	Items included	Percentage variance explained by the factor	Cronbach's alpha
Training and Development	C5 I am receiving training that will equip me for future growth	73.80	.938
	C4 I am receiving ongoing training to assist in my development		
	C6 I am acquiring skills that will equip me for promotion at some stage		
	C7 My development training is structured according to my grade		
	C3 I am receiving training that will improve my position in the company		
	C1 My manager/ supervisor plays an active role in my career development		
	C2 There is relevant training available for my development in this job		

Cronbach's alpha = .938:

As seen in the above table, Cronbach's alpha satisfies the minimum 'requirement' for reliability and so single reliable measures can be formed using these groupings of items. For each factor, scores from the items included are averaged.

Figure: 4.7 Summarises the responses of Section D: Causes of Staff turnover

Summary of Test Statistics Based on positive ranks & Wilcoxon Signed Ranks Test for Section D Causes of Staff turnover			
Statement	Mean	Median	P Value
D1 Having to work shifts and not a regular '9 to 5'	4.18	5.00	-2.730a .006
D2 Having to work on weekends	4.38	5.00	-3.805a .000
D3 Having to work overtime	4.20	4.00	-3.062a .002
D4 Disruption to regular family life because of the irregular working hours	4.06	4.00	-2.629a .009
D5 Poor management style used by supervisors/ managers	3.60	4.00	-.422a .659
D6 Unfair treatment by supervisors/ managers	3.47	4.00	-.168b .867
D7 Lack of knowledge/ operational skills by supervisors/ managers regarding the workings of the department	3.36	3.00	-.635b .526
D8 Lack of succession planning	3.66	4.00	-.683a .495
D9 Inadequate staff on shifts resulting in irate customers	4.22	5.00	-2.972a .003
D10 Unfair remuneration for years of service	4.06	5.00	-2.194a .028
D11 Lack of integrity and honesty from colleagues and superiors	3.68	4.00	-.632a .527

For items in red/ bold (1; 2; 3; 4; 9 & 10), shown in the table above, there is significant agreement.

For the rest of the items (5; 6; 7; 8 & 11) 'there is neither significant agreement nor significant disagreement.

Factor analysis is applied once again. For this section 2 factors emerged which is summarised in Fig 4.8 below:

- Factor 1: Lack of Management Skills
- Factor 2: Working Hours

There is significant agreement that the working hours are not great and is seen to be a cause of staff turnover.

Figure. 4.8: Section D - Factor Analysis

Factor	Items included	Percentage variance explained by the factor	Cronbach's alpha
Lack of Management skills	D6 Unfair treatment by supervisors/ managers	62.20	.944
	D5 Poor management style used by supervisors/ managers		
	D8 Lack of succession planning		
	D7 Lack of knowledge/ operational skills by supervisors/ managers regarding the workings of the department		
	D11 Lack of integrity and honesty from colleagues and superiors		
Hours of work	D9 Inadequate staff on shifts resulting in irate customers	13.14	.826
	D10 Unfair remuneration for years of service		
	D4 Disruption to regular family life because of the irregular working hours		
	D2 Having to work on weekends		
	D1 Having to work shifts and not a regular '9 to 5'		
	D3 Having to work overtime		

As seen in the above table, Cronbach's alpha satisfies the minimum 'requirement' for reliability and so single reliable measures can be formed using these groupings of items. For each factor, scores from the items included are averaged.

Figure. 4.9: Summarises the responses of Section E: Impact of Staff Turnover

Summary of Test Statistics Based on positive ranks & Wilcoxon Signed Ranks Test for Section E: Impact of Staff turnover			
Statement	Mean	Median	P Value
E1 An increase in work but not an increase in pay	4.64	5.00	-4.550a .000
E2 Upset of work/ life balance	4.45	5.00	-3.894a .000
E3 Negative impact on productivity because staff are busy helping/ training new recruits	4.00	4.00	-2.255a .024
E4 Negative effect on performance objectives	4.10	5.00	-2.758a .006
E5 Increase in work stress	4.48	5.00	-3.921a .000
E6 Reduction in the quality of service delivery	4.30	5.00	-3.194a .001
E7 A change in team dynamics which negatively affects team work	4.14		-2.588a .010
E8 Lowering of individual morale, thereby impacting team spirit	4.36	5.00	-3.431 .001

There is significant agreement to all the items shown in the table above.

The Wilcoxon signed ranks test was applied to test for significant agreement/ disagreement for Section E.

The mean (and median) values (Fig 4.9) are all >3.5. This tells us that where there is a sig result, is where we have significant agreement. [If the mean/ median were <3.5, it would be sig disagreement].

The p-values in Fig 4.9, also show a significant result.

Hence, the result for section E: Impact of Staff Turnover, of the questionnaire reveals that there is significant agreement to all the above items shown in the table in Fig 4.9.

Factor analysis again identified a single factor in this section = Summarised in Fig 4.10, below:

Figure: 4.10 Section E – Factor Analysis

Factor	Items included	Percentage variance explained by the factor	Cronbach's alpha
Training and Development	E7 A change in team dynamics which negatively affects team work	73.00	.946
	E6 Reduction in the quality of service delivery		
	E4 Negative effect on performance objectives		
	E3 Negative impact on productivity because staff are busy helping/ training new recruits		
	E8 Lowering of individual morale, thereby impacting team spirit		
	E5 Increase in work stress		
	E2 Upset of work/ life balance		
	E1 An increase in work but not an increase in pay		

Cronbach's alpha = .946:

As seen in the table above, Cronbach's alpha satisfies the minimum 'requirement' for reliability and so single reliable measures can be formed using these groupings of items. For each factor, scores from the items included are averaged.

4.5. Interview Schedule

Seeing that recruitment and selection was a part of the objectives listed in Chapter 2 of the literature review, and that recruitment and selection of candidates for the work force, form the core to the business. The researcher had found that neither did the business unit Manager nor did the business unit Supervisors action the selection of candidates nor did they recruit these candidates as well. The recruitment and selection of the candidates was actioned by the regions Human Capital Manager. The question that stemmed from this finding was, "is the Human Capital Manager liaising with the business unit Manager and Supervisors to ensure that the best fit candidates are recruited for the role?"

As a part of the qualitative data for this study, an interview schedule was drafted (Annexure E) where the researcher had to carefully set the questions to be asked, as this had to be a fact finding exercise and nothing more. The questionnaire had to be absolutely objective – could not ask leading questions and the questions could not seem 'accusatory' or try to prove blameworthiness, if not the respondent would close up and not give honest answers. The interview schedule was set, and an appointment with the Human Capital Manager was successfully completed.

4.5.1. Findings from the Interview Schedule

With the questions that were asked, and a bit of probing into certain questions, it was noted that:

- The Human Capital Manager should engage with the Business Unit Manager before finalising any recruitment,
- The Business Unit Manager should also provide the Human Capital Manager with the preferable calibre of persons that should be considered,
- There is no talent pipeline for recruitment for the specified role/s,

- The Human Capital Manager depended on the calibre of candidates that were sent through the external recruitment agency,
- This could be because of a possible pre-screening that would have been done on the candidates and the external recruitment agency would have marketed the candidates to the Human Capital Manager, that the candidates were ready to be employed,
- It was also found that it is just the Human Capital Manager that works by herself, she does not have any assistants or subordinates and hence she should seek a second or third opinion, before on boarding employees,
- The role of Rental Sales Agents, is also seen as bulk recruitment, as there is always a need for staff in this role. This could also be seen as the reason for lack of interest in the recruitment and selection process for this role, versus a specialist role, that requires a more appropriate qualification and work experience,

4.6. Limitations of the Study

The study focuses on the synergy between Human Resources/ Human Capital and Operations commitment at a selected Car Rental Company. The researcher had observed that, Rental Sales Agents, who are the front line employees that interact frequently with customers, did not remain in their roles for long periods. The aim of this study was therefore to determine if the synergy between HR and Operations and its influence on productivity, satisfaction and organisational commitment and to identify if these two core functions, in the business, collaborated effectively, to achieve optimum results from its work force.

This study was limited to the employees of the selected car rental company, based at King Shaka International Airport.

4.7. Conclusion

In this Chapter, the findings from the questionnaires was linked with the literature review. Data collected from the responses was analysed using SPSS version 23 for Windows. The results were presented in the form of tables. This study was an internal research study at the selected car rental company, based at King Shaka International Airport, north of Durban and the findings can only be generalised to this sector.

Chapter 5 will present discussion, a conclusion and recommendations to the study.

Chapter 5

Discussions, Recommendations and Conclusion

5.1. Introduction

This Chapter focuses on the conclusion and recommendation of the study. This Chapter also provides the summary and concludes key findings subsequent to the analysis undertaken in Chapter 4. Only employees from the selected car rental company, based at King Shaka Airport, north of Durban participated in the study. The recommendations from this study will be made available to the business unit Managers and senior management, in order to assist with staff retention and improve productivity within the organisation.

The research design used in this study was a mixed methods study, where a structured questionnaire was used for the collection of data from a sample size of 50 employees within the business unit of the selected car rental company and an interview schedule was also used in this research study.

The Statistical Package for Social Science (SPSS) version 23 for Windows was used to analyse the quantitative data and tables were used to present the results. A pre-coded closed ended questionnaire using 5 point Likert scale was administered to the target population. The survey method and an interview schedule was used in this research study, due to the small number of respondents.

For quantitative, due to the small number of respondents, the personal method of data collection was used to administer the questionnaires to all 50 respondents within the business unit of the selected car rental company and a high response rate of 100% was obtained.

For qualitative, an interview with the business units' Human Capital Manager had to be set up. This thematic analysis was used to examine the data to identify common themes, topics, ideas and patterns on selection and recruitment for the department.

5.2. Recommendations based on the study

The study set out five objectives, with the aim of understanding if the remaining rental staff at the selected car rental company, are impacted by staff movements. The main aim of this study was to investigate if there was cohesion between the operations team and its' human

capital department, that is responsible for on boarding of new staff, at the selected car rental company, based at King Shaka International Airport, north of Durban.

The key objectives that were outlined in this study, for the selected branch of this car rental company:

1. To review the recruitment and selection procedures,
2. To review the individual development and retention strategy for employees,
3. To investigate the alleged causes of staff turnover within the business unit,
4. To determine the impact of staff turnover on productivity and gauge satisfaction of the remaining employees' performance within the organisation, hence determining, if the sample of remaining employees' performance, is impacted by staff turnover,
5. To provide recommendations in order to improve on staff retention,

In order for the selected car rental company to improve employee retention through its operations and human capital departments, it is recommended that the results of the current study are communicated and implemented.

5.3. The factors that contribute to employee turnover

In Section D, of the quantitative analysis, items 5; 6; 7; 8 & 11 there was neither significant agreement nor significant disagreement.

But the table below of section D, when a factor analysis was applied and once again, for this section, 2 factors emerged

- Factor 1: Lack of management skills - there is significant agreement that management skills is a problem, and
- Factor 2: Working hours - there is significant agreement that the working hours are not great,

The above 2 factors stands out as staff dissatisfactions and the main reasons for the cause of staff turnover, in the business unit, as reflected in Figure 5.1, inserted below,

Figure 5.1

'Summary of Test Statistics Based on positive ranks & Wilcoxon Signed Ranks Test for Section D Causes of Staff turnover'			
Statement	Mean	Median	P Value
D1 Having to work shifts and not a regular '9 to 5'	4.18	5.00	-2.730a .006
D2 Having to work on weekends	4.38	5.00	-3.805a .000
D3 Having to work overtime	4.20	4.00	-3.062a .002
D4 Disruption to regular family life because of the irregular working hours	4.06	4.00	-2.629a .009
D5 Poor management style used by supervisors/ managers	3.60	4.00	-.422a .659
D6 Unfair treatment by supervisors/ managers	3.47	4.00	-.168b .867
D7 Lack of knowledge/ operational skills by supervisors/ managers regarding the workings of the department	3.36	3.00	-.635b .526
D8 Lack of succession planning	3.66	4.00	-.683a .495
D9 Inadequate staff on shifts resulting in irate customers	4.22	5.00	-2.972a .003
D10 Unfair remuneration for years of service	4.06	5.00	-2.194a .028
D11 Lack of integrity and honesty from colleagues and superiors	3.68	4.00	-.632a .527

5.4. Impact of Staff Turnover

It is noted that staff turnover does have a negative impact on the remaining employee/s performance and on organisational productivity.

Referring to Fig. 4.9 in the study, which summarises the responses of Section E: Impact of Staff Turnover, there is significant agreement to all the items shown in the table below that remaining staff are impacted negatively, when staff movements occur in the business unit,

Figure 5.2

Summary of Test Statistics Based on positive ranks & Wilcoxon Signed Ranks Test for Section E: Impact of Staff turnover			
Statement	Mean	Median	P Value
E1 An increase in work but not an increase in pay	4.64	5.00	-4.550a .000
E2 Upset of work/ life balance	4.45	5.00	-3.894a .000
E3 Negative impact on productivity because staff are busy helping/ training new recruits	4.00	4.00	-2.255a .024
E4 Negative effect on performance objectives	4.10	5.00	-2.758a .006
E5 Increase in work stress	4.48	5.00	-3.921a .000
E6 Reduction in the quality of service delivery	4.30	5.00	-3.194a .001
E7 A change in team dynamics which negatively affects team work	4.14		-2.588a .010
E8 Lowering of individual morale, thereby impacting team spirit	4.36	5.00	-3.431 .001

5.4.1 The following are points of recommendation based on the results of the study.

5.4.1.1. Recommendations in line with the objective of factors influencing staff movements within the selected car rental company that is imposing on productivity:

- Senior management should revisit the staff transport option. The public transport options available at the airport do not coincide with staff working shifts and their recommended working hours. This impacts on individuals and therefore can pose a threat with staff resigning due to this transport challenge. Management should offer transportation to all their staff, based at the business unit,
- Shift cycles should also coincide with staff having the opportunity to have time off to spend with their families. It was noted that the shift rosters are not favourable, where staff get days off, but their families are at school or at work. It was found that the roster can be re-visited, where staff are placed into teams and can be afforded the opportunity to work as, one team weekend on duty, and another team will be weekend off duty, and *vice versa*. This will allow for a team to have the opportunity to be able to work 2 weekends on duty and to have 2 weekends of being, off duty. It was also noted that should this opportunity exist, some staff may also volunteer to work overtime on their weekends off, when the business is perhaps expected to be busy, over conferences, events etc. Staff offering to work over time, will thereby create more opportunity for an increase in their remuneration, in a way, and also creating a voluntary opportunity to work – based on more work, more pay, and also assisting the business unit to achieve greater turnaround times with customer service.
- The Branch Manager should have more support from the team of staff within the business unit. The current team structure is, 1 x Manager and 9 x Supervisors. The 9 x Supervisors were appointed from the team of staff that were seen as top achievers as Rental Sales Agents within the business unit. But the question that arises is, “does this mean that these Supervisors now have the skills to manage people?” Having only 1 x Manager, for the branch, allows for another question to arise, “does the Manager have the time for on the job training, to train and develop the Supervisors in people management skills?” It is therefore recommended that the gap between the Branch Manager and the Branch Supervisor needs to be closed. This recommends, having an Assistant Manager role in this segment of the business, which can be the liaison between the Branch Manager and the supervisors. Having the assistant manager role, from this, various people skill gaps can be identified and then worked on. This will also create the opportunity for succession planning within the business

unit – where the Supervisors from the pool of 9 x Supervisors, can then work towards becoming the next Assistant Manager and Assistant Manager, the next Branch Manager.

- With the length of service of employees within the business unit, that has been identified from the quantitative study – the organisation should look at different levels of incentive schemes or a sliding scale in relation to length of service, where if the employee/s has more years of service, then he/ she should be entitled to a slightly higher incentive – this will encourage employees to strive towards length of their service in the organisation, thereby encouraging staff to stay longer in the business,
- On the above note, longer serving employees should be offered an employee share benefit, that will create a lock in period, over a certain period of time, where terms and conditions need to be adhered to, in order for the share benefit to be fruitful at the end of the lock in period,

The above recommendations will assist in reducing staff turnover, improve on customer service delivery and strengthen the relationship between the operations and human capital departments, hence The Synergy between Human Resources and Operations and its influence on Productivity, Satisfaction and Organisational Commitment at the selected Car Rental Company can be achieved.

5.4.1.2. Recommendations in line with the objective of recruitment and selection, The Organisations Human Capital Department, should:

- Work on appointing a talent acquisition team. The talent acquisition team will work on creating a talent pool for future recruitment,
- Having a talent pool readily available, will assist in ensuring that short listed candidates are available for interviews and recruitment thereof,
- The future is moving towards technology – with the car rental market also having the latest cars – but in terms of applying technology, Artificial intelligence, should be explored as a means of accumulated intelligence of machines which can be used to assist human intelligence of people. Strydom, *et al.* (2018: 16), propounded that, businesses need to discover what contributions artificial intelligence, can make in the quest to assist and improve productivity of human capital. Referring to the above recommendations and what artificial intelligence is capable of, “with the increase in the capacity of machines, it becomes easier to access and store large data sets and

by using improved machine learning and algorithms, these machines will be able to make intelligent decisions and can perform certain routine physical work cheaply and allows for fewer errors.

- Recruitment tools such as Avature and Campus that assist with storing candidate information so that when a position becomes available, the system will match the fit of the suitable candidate for the existing vacancy,
- The Human Capital Department should also consider recruiting graduates from tertiary institutions. This can be students that are in their final year of study or students that may have graduated from the previous year, and obtained or will be obtaining a Sales and Marketing qualification. These potential candidates have studied and are groomed to sell and will require work experience, which is usually a requirement in the sales industry and to assist to build a track record for their career advancement. By affording these graduates the opportunity, this can have a positive impact on the rental sales business unit of the organisation, where the graduates that are employed, can remain in their roles for a minimum of 12 months, up to a maximum of 36 months or longer to gain work experience, before moving on and thereby also assisting in creating stability within the operations team of the business unit.
- At the time of the interview, the Human Capital Manager must ensure that candidates employed, really do have their own vehicles instead of just emphasizing on own transport. There is a significant difference, in the sense that own transport can mean relying on someone to drop off and pick up, to and from work. But, this has been seen to be unreliable, as people have resigned due to transport issues. The staff work shifts and are permitted to take a car home, but only, when they complete the late shift. The in between shifts, which is seen during peak business operating periods, is when this perk is not applicable. This then creates the transport challenge where certain shift cycles do not coincide with the operating hours of the public transport available.
- If the Human Capital Manager is using the service of a recruitment agency, instead of a talent acquisition team, the Human Capital Manager should emphasize on the above 2 points to the recruitment agency, so when the agency is screening candidates, the transport requirement can be identified beforehand, instead of employing the candidate and then realising the challenges ahead.

- The Human capital department should strive towards driving succession planning within the work place. If all Managers are encouraged to recognise and identify talent within the business, this should be communicated to the Human Capital department to be able to motivate for an employee to be promoted or stepped up in career development. It was noted that employees that are seen as top achievers within the business unit are “held back” in order for the business unit to be able to achieve its’ results. But in the long term, the respective employee/s are actually being stifled in their growth, and this can force staff to resign, or look elsewhere for better opportunities.
- When recruitment needs to take place the process should be a seamless one. It was noted that in the past the recruitment process within the selected car rental company was a lengthy process. There were different levels of approval that were required, before the process actually began. A staff requisition form had to be completed and then sent via internal mail through to head office based in Gauteng, where the different signatories at Executive level were based and this depended on whether the relevant Executive was available to sign off. In this study, during the interview schedule with the Human Capital Manager, it was further noted that as of recently, a new workflow process was introduced, which is an electronic process and has been working efficiently thus far, but still requires to be tweaked a bit more in order to become more effective and efficient, as well.

5.4.2. Limitation of the Study

5.4.2.1. Data Collection Process

The invitation to participate in the study was welcomed by all 50 respondents, hence the personal method for data collection was used, where respondents were explained the purpose of the study and assured that their responses will remain confidential.

5.4.2.2. Availability of literature

The researcher relied heavily on articles and journals from reliable academic search engines. Most of them being on line articles that related to other segments, but correlated similar circumstances to this study. Most of the literature, was paraphrased, therefore, most references do not have page numbers or line numbers indicated.

5.5. Conclusion

The purpose of this study focused on the synergy between Human Capital and Operations departments' commitment at a selected car rental company. The researcher being an employee within the organisation, had observed and noted that there were frequent staff movements within the operations team of a business unit, which resulted in productivity being impacted negatively and the remaining staff, also being affected. Staff were found to be speaking negatively of the brand, they seemed de-motivated, and were always looking to move out of the business unit. Staff turnover may have been caused by a few factors, seen as, a lack of opportunities for career development, dissatisfaction in remuneration, lack of work experience, a sense of immaturity and unfavourable working conditions, due to the physical environment being based at an airport location that required shift work and irregular working hours, of the staff in this business unit. As per the statistics that was obtained from the survey, the results confirmed that, it was evident that the company provided opportunities for career development, but employees indicated that remuneration could be improved, as they made sacrifices to assist, when the business unit was short staffed. Yet according to the Human capital department, it was emphasized that the selected car rental company paid their staff, above the industry rates and that decent perks were in place as well.

One of the main points that stood out from the survey, was that working conditions, due to the physical environment being based at an airport location, was seen as a challenge by employees. In this case, working conditions was defined as the operating hours of the business in relation to the airports operating hours where shift cycles and public transport did not coincide. From these points that were raised, it seems that a lack of communication could be a result of the uncertainty of the affected employees. What also stood out, was that the age groups of the staff that were being brought into such a high paced environment. Eighteen percent of the candidates employed are between the ages of 18-25. According to an on line article, Morgan (2016), recorded in her article, that, "today's young adults, aged 18 to 25 are a subgroup of the Millennial generation. Most of them are digital natives, meaning they grew up with access to digital communications technology. They are a critically important user group: many of them are studying for degrees, or beginning careers. Some of them are starting families and buying homes. They're starting to earn more money, and they're comfortable with spending it online".

Car rental being a fast paced industry should embrace the millennials that come into the work space and work around their work ethic. The results from this study confirm that the selected car rental company, lacked preparedness, to bring millennials into the workforce.

If Staff turnover is not taken into consideration or given the seriousness it deserves, this can be damaging to the brand, where customers can sense the tension of the body language of the customer facing staff and customers can then begin to lose trust in the brand. As emphasized by Punjaisri and Wilson, (2007), the role that internal branding plays in any organisation where the attitude of staff influences the manner in which front line staff deliver their service to customers.

Productivity of an organisation can also decrease, where the remaining employees become demotivated to work for a company with a high staff turnover rate and the remaining staff are always being overworked. Staff are called in to work overtime on their days off or weekends off, thereby disrupting family lifestyle as well, as much as there is an opportunity to earn extra remuneration, people also want quality time with loved ones.

This study therefore makes recommendations arising from the empirical analysis, to improve the synergy between the Human Capital and Operations departments of the selected car rental company, thereby assisting to reduce staff turnover and increase productivity. Zheng (2017), reported that staff turnover has huge cost effects in organisations, it also results in lots of customer complaints about the service delivery that is not up to standard. When staff are constantly moving, it becomes difficult to maintain the level of output of the business unit. As much as staff are replaced, new employees need time to train and familiarise themselves with the operation, before they can become fully productive.

This study can be beneficial to the organisation in terms of reviewing what challenges its' employees are currently facing in order for Operations and Human Capital departments to become cohesive within operations and thereby hosting its influence on productivity, satisfaction and organisational commitment to benefit all relevant stakeholders. The recommendations made are generalised to the business unit of the selected car rental company, based at King Shaka International Airport:

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Annexure A: Respondent Voluntary Participation Letter

COVERING LETTER TO RESPONDENTS

29 Haden Road

24 The Ascots

Morningside

Durban

4001

17 July 2017

Dear Respondents

QUESTIONNAIRE COMPLETION: M.TECH: Business Administration

In fulfilment of my Master's Degree through the Durban University of Technology, I am carrying out a research project in Business Administration. The study is entitled: The Synergy between HR and Operations and its influence on Productivity, thereby reducing staff turnover / increasing staff retention: A case study based on a Car Rental Company, located at a Major Airport, North of Durban.

The purpose of this study is to help expand the body of knowledge and to determine how staff turnover impact on organisational effectiveness and employee performance. To achieve the objectives of this research the researcher needs assistance from you to please fill in the questionnaire provided.

The attached questionnaire will take about 10 minutes to complete. Please return the questionnaire after a week. Please rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide will not be used for any other purpose except for research investigation only.

Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not.

Privacy will be ensured in this study.

Your participation will be highly appreciated.

Regards

Sudheer Sing

Durban University of Technology Post Graduate Student:

Master of Management Sciences: Business Administration

Student number: 19652686

Annexure B: Permission Letter that was submitted for Permission to be granted:

29 Haden Road

24 The Ascots

Morningside

Durban 4001

17 July 2017

Avis Budget Southern Africa
C/O The Human Resources Department
Isando
1600

To whom it may Concern

PERMISSION LETTER TO CONDUCT RESEARCH

Dear Sir / Madame

I, Sudheer Sing, student number, 19652686, request your permission for my study to be carried out for the requirements of a Master's Degree in Business Administration at the Faculty of Management Sciences at Durban University of Technology.

The proposed title of my research is, The Synergy between HR and Operations and their influence on Productivity and Organisational Commitment.

The participation in this study is voluntarily and no one will be forced to participate. The research will ensure privacy of information that will be provided by participants.

Please be ensured that the information provided will be treated with utmost confidentiality and it will not be used for any other purpose except for this degree only.

The findings of the study can perhaps be used and will make a valuable contribution to the Organisation.

Your consent will be highly appreciated.

Regards

Type text here

Sudheer Sing

Durban University of Technology Post Graduate Student:

Master of Management Sciences: Business Administration

Student number: 19652686

Annexure C: Gate keepers consent



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Division of Barloworld South Africa (Pty) Ltd
trading as Avis Rent a Car

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2 Sysie Road Croydon 1601

Tel +27 (0)11 623 3500
www.avis.co.za

Rag No 19456/21681/07 Registered Financial Services Provider
Type Producer Registration No TPREG00030AU

08 August 2017

Authorisation Letter

To whom it may concern,

This Letter serves as approval for Mr Sudheer Sing to conduct his Research Study based on the following topic:

The Synergy between HR and Operations and their influence on Productivity and Organizational Commitment.

The participation in this study will be voluntarily and no one will be forced to participate.

The research will ensure privacy of information that will be provided by participants.

Please be ensured that the information provided will be treated with utmost confidentiality and it will not be used for any other purpose except for this degree only.

The findings of the study can perhaps be used and will make a valuable contribution to the Organisation.

Doreen Lupton
Executive: Human Resources
AVIS Budget Rent a Car, South Africa
Registered Financial Services Provider

Tel: 011 387 8190

E-mail: Doreen.Lupton@avis.co.za

At **AVIS Budget** People will always be More Important than Cars



Directors

CB Thomson (CEO)
NP Dangwana M Govender E Lwisa
CH Lomahant JB Mazibuko S Mgumazulu
SP Mankwe LC Nkomo SA DM Sewela
SD Wilson

Divisional Directors

P Gotschick (CEO)
CW Langenhoven
D Lupton
LJP Sima



Annexure D: Quantitative Questionnaire:

Section A: Demographics

For each of the following questions, select the **ONE** option that applies to you.

1 Gender

Male	Female

2 Race

Black	Coloured	Indian	White	Foreign National

3 Age Group

18 years to 25 years	26 years to 35 years	36 years to 45 years	46 years to 55 years	Older than 55 years

4 How long (in years and months) have you worked for this organisation?

_____ Year(s) _____ month(s)

5 How long have you worked in your current position?

Less than 1 year	1 to <5 years	5 to 10 years	More than 10 years

6 What category do you belong to at the King Shaka Airport branch? (Select **ONE** option only)

Rental Sales Agent	Supervisor	Manager

Section B Retention Strategies

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1 My manager/supervisor recognises my contributions in the workplace						
2 My manager/supervisor goes out of his/her way to get to know me and what 'makes me tick'						
3 My manager/supervisor encourages and empowers me to do my best						
4 My manager/supervisor communicates all relevant information to me						
5 I have a good sense of the goals of the company						
6 I have a clear sense of what my job is about and what I have to do						
7 My manager/supervisor understands/ knows my personal needs and preferences						
8 My manager/ supervisor is fair / consistent						
9 My salary scale is aligned to my job grade						
10 I see opportunities for me to move up in the organisation, in time						
11 There is effective collaboration in the unit in which I work						
12 My manager/ supervisor encourages an open door policy						
13 The training that I receive is effective and helpful						
14 The Organisation provides sufficient support for me to learn my role						
15 My manager/supervisor inspires me to perform better						
16 I understand how my role contributes to achieving business goals						

17 My manager/supervisor makes me feel that the work I do is important to our business						
18 I have developed sufficient trust and rapport to work together with my team						

Section C Development and Training

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1 My manager/supervisor plays an active role in my career development						
2 There is relevant training available for my development in this job						
3 I am receiving training that will improve my position in the company						
4 I am receiving ongoing training to assist in my development						
5 I am receiving training that will equip me for future growth						
6 I am acquiring skills that will equip me for promotion at some stage						
7 My development training is structured according to my grade						

Section D Causes of staff turnover

Indicate your level of agreement that the following items are **causes of high staff turnover**:

Statements	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1 Having to work shifts and not a regular '9 to 5'						
2 Having to work on weekends						
3 Having to work overtime						
4 Disruption to regular family life because of the						

irregular working hours						
5 Poor management style used by supervisors/managers						
6 Unfair treatment by supervisors/managers						
7 Lack of knowledge / operational skills by supervisors/managers regarding the workings of the department						
8 Lack of succession planning						
9 Inadequate staff on shifts resulting in irate customers						
10 Unfair remuneration for years of service						
11 Lack of integrity and honesty from colleagues and superiors						

Section E Impact of staff turnover

Indicate your level of agreement that **staff turnover in your department results in the following:**

Statements	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1 An increase in work but not an increase in pay						
2 Upset of work/life balance						
3 Negative impact on productivity because staff are busy helping/training new recruits						
4 Negative effect on performance objectives						
5 Increase in work stress						
6 Reduction in the quality of service delivery						
7 A change in team dynamics which negatively affects team work						
8 Lowering of individual morale, thereby impacting team spirit						

Thank you for your time.

Annexure E: Qualitative Questionnaire:

Interview Schedule = Sudheer Sing = Study = Mixed Methods:

The interview schedule is supposed to address the first objective:

Objective 1 To review the recruitment and selection procedures

It is so important when asking / setting these questions that (a) the questions should be absolutely objective – you cannot ask leading questions and (b) they should contain no ‘accusatory’ undercurrent or the respondent will close up and not give you honest answers. You cannot go in there with your own pre-conceived ideas. This is a fact finding exercise – nothing more.

I have taken your ideas and formulated them into questions...see what you think.

I will pose a main question and then depending on what they answer, you may need to ask some extra questions - these are to make sure that all aspects are covered.

Start by saying: I want to find out about the recruitment process at AVIS

1 Please tell me about the process that you follow when recruiting new staff

(Depending on what they tell you, you may need to ask these further questions. Do not ask them if they have already given you the information!)

- (i) How do you source possible new recruits?
- (ii) Do you ever use the services of a recruitment agency?
- (iii) Have you identified any talent pools?
- (iv) Who is present at the interview? [Expand on the idea of a panel if there is not one – would it be useful? Who would sit on it? Etc –nothing judgemental!]
- (v) Does the Operations Department have any input regarding the selection of candidates?
- (vi) Are reference checks conducted before hiring a candidate?
- (vii) Are qualifications verified?

- 2 Do you ever experience any difficulties in the recruitment process? Please explain.
- 3 What personal qualities and qualifications do you look for in a suitable candidate for the Operations department?
- 4 Does the organisation ever conduct a skills audit to identify any gaps in the skills needed to run the business efficiently? (if they don't tell you, find out how often etc)
- 5 When a candidate has been hired, does he/she go through any induction process? Please explain what this involves.
- 6 Do you do follow-ups with new recruits, after a short time, to see how they are settling and if they need anything to assist them in their transition?
- 7 Have you ever found that new staff find it difficult to settle in this environment? Explain.
- 8 Research has shown that candidates who are recruited from a recruitment agency tend to leave their new employment after just a short time of starting with the company. Have you seen that trend happening here at all?
- 9 When an employee leaves, do you conduct an exit interview to find out why they are leaving?
 - (a) If they answer YES: what are the most common reasons you have been given for their leaving?
- 10 How do you monitor employee turnover?
- 11 Do you think that the turnover rate in this organisation has an effect on the company? Please explain what effect it has, in your opinion. (Leave it at that – don't probe too much!)

End off with: **Thank you very much for your time**

Annexure F: email that was sent to HR / Training Department seeking Permission:

Hi Sudheer

Please see Doreen's email below.

Regards

Jess

Jessica Branco

National Learning & Development Manager

AVIS Budget Rent a Car, South Africa

Registered Financial Services Provider

Tel : 011 923 3686

Fax: 086 688 0932

E-mail : jbranco@avisbudget.co.za

At **AVIS Budget**, People will always be More Important than Cars

From: Doreen Lupton

Sent: 25 July 2017 04:40 PM

To: Jessica Branco <Jessica.Branco@avisbudget.co.za>

Subject: RE: [Internal] FW: Advice Required Please: Topic for Masters Degree: Research Proposal based on Organisation: Avis Budget Durban:

Hi Jess,

I am happy that Sudheer gives me a call to chat further.

Thanks

Doreen Lupton

Executive: Human Resources

AVIS Budget Rent a Car, South Africa

Registered Financial Services Provider

Tel : 011 387 8190

E-mail : Doreen.Lupton@avis.co.za

At **AVIS Budget** People will always be More Important than Cars



From: Jessica Branco

Sent: Tuesday, July 25, 2017 4:37 PM

To: Doreen Lupton <Doreen.Lupton@avisbudget.co.za>

Subject: [Internal] FW: Advice Required Please: Topic for Masters Degree: Research Proposal based on Organisation: Avis Budget Durban:

Importance: High

Hi Doreen

Please see Sudheer's request below.

Regards

Jess

Jessica Branco

National Learning & Development Manager

AVIS Budget Rent a Car, South Africa

Registered Financial Services Provider

Tel : 011 923 3686

Fax: 086 688 0932

E-mail : jbranco@avisbudget.co.za

At **AVIS Budget**, People will always be More Important than Cars

From: Sudheer Sing

Sent: 21 July 2017 01:35 PM

To: Jessica Branco <Jessica.Branco@avisbudget.co.za>; Natasha Bedasee <Natasha.Bedasee@avisbudget.co.za>

Subject: RE: Advice Required Please: Topic for Masters Degree: Research Proposal based on Organisation: Avis Budget Durban:

Importance: High

Dear Jessica and Natasha,

Thank you once again for taking time out in your busy day to meet with me whilst you were in Durban.

As per meeting, please find attached is the Permission Letter for me to pursue my Research, based on the Organisation.

I will seek advice from my allocated Supervisor on the criteria of the name of the Organisation / can I use a fictitious name instead.

Please assist on my behalf to please discuss with our HR Director, Mrs Doreen Lupton and to please provide feedback.

Should you require any further information, please do not hesitate to contact me.

I look forward to your reply.

Thank you and Kind Regards

Sudheer Sing

Branch Manager: Avis Luxury Collection KZN

AVIS Luxury Cars **AVIS** Chauffeur Drive **AVIS** Point 2 Point, South Africa

Registered Financial Services Provider

Tel : 032 436 8400

Fax: 032 436 8444

E-mail : Sudheer.Sing@avis.co.za

At **AVIS** People will always be More Important than Cars

From: Sudheer Sing

Sent: 12 July 2017 11:58 AM

To: Natasha Bedasee <Natasha.Bedasee@avisbudget.co.za>

Subject: RE: Advice Required Please: Topic for Masters Degree: Research Proposal based on
Organisation: Avis Budget Durban:

Importance: High

Hi Natasha,

Awesome, thank you kindly. I really appreciate it.

Thank you and Kind Regards

Sudheer Sing

Branch Manager: Avis Luxury Collection KZN

AVIS Luxury Cars **AVIS** Chauffeur Drive **AVIS** Point 2 Point, South Africa

Registered Financial Services Provider

Tel : 032 436 8400

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E-mail : Sudheer.Sing@avis.co.za

At **AVIS** People will always be More Important than Cars

From: Natasha Bedasee

Sent: 12 July 2017 11:50 AM

To: Sudheer Sing <Sudheer.Sing@avisbudget.co.za>; Cheryl Harwood <Cheryl.Harwood@avisbudget.co.za>; Jessica Branco <Jessica.Branco@avisbudget.co.za>
Cc: Rose Ertekes <Rose.Ertekes@avisbudget.co.za>; Steven Payze <Steven.Payze@avis.co.za>
Subject: RE: Advice Required Please: Topic for Masters Degree: Research Proposal based on Organisation: Avis Budget Durban:

Dear Sudheer,

Hope you are well.

It is no trouble at all. Jess and I are available from 12:00 on the 21 July 2017

Regards,

Natasha Bedasee

Training Manager

AVIS Budget Rent a Car, South Africa

Registered Financial Services Provider

Tel : 011 923 3706

E-mail : Natasha.Bedasee@avisbudget.co.za

At **AVIS Budget**, People will always be More Important than Cars

From: Sudheer Sing
Sent: 12 July 2017 11:14 AM
To: Natasha Bedasee <Natasha.Bedasee@avisbudget.co.za>; Cheryl Harwood <Cheryl.Harwood@avisbudget.co.za>; Jessica Branco <Jessica.Branco@avisbudget.co.za>
Cc: Rose Ertekes <Rose.Ertekes@avisbudget.co.za>; Steven Payze <Steven.Payze@avis.co.za>
Subject: RE: Advice Required Please: Topic for Masters Degree: Research Proposal based on Organisation: Avis Budget Durban:
Importance: High

Dear Natasha, Cheryl and Jessica,

I trust that this email finds you well.

I am so sorry to worry – I was hoping to schedule time to chat to you, either before / after the Durban Equity meeting. I believe the meeting has been moved to 21 July 2017 – if possible, I will like to please have a few minutes of your time to have a brief discussion on my external studies.

Just to give you an overview:

- My Research Proposal Topic is based on the Organisation,
- I have not finalised the choice of words on my topic, but the info that I have gathered, is meant to be on Ops, but I have related my research based on previous studies, on the Synergy between Ops and HR, and the impact on Productivity, to increase staff retention,
- I don't intend to expose / divulge, "Direct company info" – I have been allocated a Supervisor through the Institution, DUT, and will require the Professors advice / guidance as well. (with research, there is a specific way of writing and I am hoping to comply to the request / required criteria from the institution and also not impact the Organisation negatively),
- I also need to have a Gate Keepers letter signed off, considering my research is based on the Organisation – this research can also be used towards the Organisation as well,
- According to the Post Grad office at DUT, my topic was reflecting a qualification in HR, but I have opted to tweak my topic to talk about the impact on Ops / Productivity, and my Delimitation had to be defined – so therefore I have looked at the Organisation, Durban based, so that I can complete my qualification in a shorter period - this I will discuss further, when I meet with you,

When you are in Durban, if I can please schedule time to discuss the above with you, to obtain advice / guidance / assistance, for me to proceed with my qualification.

PS: the Proposal needs to be submitted by the 04th of August – and I am in the process of editing etc, so hopefully by the 21st July when you are In Durban, you can read the Proposal.

Once the Proposal is accepted by the Institution, I then have 2 years to complete my Dissertation to obtain my Qualification.

Please advise if I can have a few minutes of your time when you are in Durban, 21 Jul 2017.

I look forward to hearing from you,

Thank you and Kind Regards

Sudheer Sing

Branch Manager: Avis Luxury Collection KZN

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Tel : 032 436 8400

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E-mail : Sudheer.Sing@avis.co.za

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Annexure G: DUT Approval letter:



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

8 November 2018

Student No: 19652686

FREC No: /18FREC

Dear Mr S Sing

MASTERS MANAGEMENT SCIENCES (BUSINESS ADMINISTRATION)

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: Ethical Level 2

Approval has been granted for a period of two years, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours Sincerely

Prof JP Govender

Deputy Chairperson: FREC