



# AN EXPLORATION OF EMPLOYEE TURNOVER AND RETENTION OF FRONT LINE EMPLOYEES IN TESCO

A Dissertation submitted in partial fulfilment for the MA in Human  
Resource Management

Submitted to the National College of Ireland September 2015

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## **Abstract**

This research study was conducted to explore the issue of employee turnover and retention of front line employees in the Irish retail sector, using Tesco Ireland as the context. The data was collected from front line employees of Tesco to ensure results were precise and adequate. The author conducted examined a list of different theories relating to turnover and retention to provide a foundation for the research. To explore the main issue, sub research questions were devised based on the literature and these related to effects of turnover, career advancement, communication, supervisor/employee relationship and workplace stress. The research was carried out using the mixed methods approach – questionnaire (44 respondents) and structured interview (6 interviewees). The findings revealed that Tesco have the capabilities to deal with turnover and retention with regards to the effects of turnover, career advancement, communication, supervisor/employee relationship and workplace stress however there are minor flaws that can be addressed.

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## **1 – Introduction**

According to Bersin (2013), as the economy is beginning to improve, employee retention issues are beginning to arise and this very issue highlights that company's employee turnover and retention strategies will be tested again. The perception of the retail sector wasn't particularly inviting to potential employees due to various factors including low wages, the work is tough with bad work shifts, and it is general regarded as a dead end job with little chance of career development. However, Jones (1994) says that retail sector offers an early opportunity to experience responsibility without having the need to have years of experience that is normally required for such management jobs. Jones (1994) stated that graduates were recruited for management positions and believed that the one thing that their company pushes when they go to college campuses, is that retail is a good career path that offers early responsibility and are hired for the potential of their contribution. Similarly, Wrice (2004) believes that the retail sector is beginning to shed the negative perception that plagues it, however it will be difficult to have a completely positive image. He believes that companies have now started to realise that retailing calls for people with special skills, including high people skills leading to higher salary. Secondly, companies in the retail sector have introduced career development training, including traineeships. With this perception changing to a more positive view, this will attract more highly skilled employees interested in joining the company. This brings about the question of how do we satisfy their needs and ensure that they remain with us. As this perception is changing, this will increase the chance of attracting potential employees and lead to the next challenge of retaining them. This involves dealing with a whole new set of problems including morale, career advancement, communication, supervisor/employee relationship and workplace stress (Nikravin and Frauenheim, 2014), (Werbel and Bedeian, 1989), (Burton 2006), (Buckingham, 2000), (Blaug, Kenyon and Lekhi, 2007).

The main aim of this study will be to explore the issue of employee turnover and retention of front line employees in the Irish retail sector, using Tesco Ireland as the context, and discover whether Tesco have sufficient retention policies that allow them to retain their front line employees. This will be achieved through the use of both quantitative and qualitative research methods, the questionnaire and structured interview, which will provide a broad range of data which can be analysed to decide whether Tesco can deal with turnover and retention. These methods will be conducted with assistance from selected members of the Tesco Ireland workforce to ensure data is precise and adequate.

What helps to make this a worthy topic is that it is not always the same factors relating to each company. Compensation may be the main factor that hinders employee retention in one company, whereas poor career development could be the main factor in another. This in itself provides gaps in research as each company is judged on an individual basis, making them unique.

## **2 – Literature Review**

### **2.1 - Introduction**

According to the CIPD (2014) Employee turnover refers to “*the proportion of employees who leave an organisation over a set period (often on a year-on year basis), expressed as a percentage of total workforce numbers*” and that “*employee retention relates to the extent to which an employer retains its employees and may be measured as the proportion of employees with a specified length of service (typically one year or more) expressed as a percentage of overall workforce numbers*”.

Figuring out turnover rates can be simple but by focusing on the turnover aspect, this can lessen the ability to gain more prominent information. There is a formula that can be used by companies to accurately measure the turnover rate amongst their workforce which is:  $\text{Turnover rate} = \text{Number of terminations per year} \div \text{Average active employees same year} * 100$  (O’Connell and Kung, 2007).

Likewise, a stability index can be used to measure the retention rate of employees who are deemed experienced, with one or more years with the company. This can be calculated by:  $\text{Retention rate} = \text{Number of staff with service of one or more year's} \div \text{Total number of staff in post one year ago} * 100$  (CIPD, 2014).

According to Taylor (2002), the reason that employee turnover occurs, falls into four sections which are pull factors, push factors, unavoidable factors and organisational influence. Pull type turnover happens due to the employee being enticed by an alternative job elsewhere. This is not down to such reasons such as job satisfaction as the employee may be happy with the company, but this new opportunity could lead to better salary and benefits. Push type turnover happens because of how the employee views their employer. This can lead to employees leaving the company to find, by their own views, a better working environment. Unavoidable turnover happens because of reasons that are beyond the control of the company. The factors

involved in this has nothing to do with the previous push and pull factors, but more so to do with factors that aren't work relate that includes retirements, illnesses and maternity leave, should they choose not to return to their jobs. Involuntary turnover occurs due to direct company involvement. The company asks employees to leave or decides not to renew their contracts.

## **2.2 – Problems of Turnover**

The results of staff turnover are not always believed to be negative, sometimes even leading to positive outcomes, however they still have the potential to pose serious problems to most companies (Morris & Hodgins, 2000).

### **2.2.1 – Replacement Cost**

If an employee decides to leave the company, it is not only the employee that you lose. It also involves the loss of money and time spent identifying, interviewing and the training of that specific employee, as well as the skills they have learned from working in that company, which in turn leads to further costs finding a replacement (Bruce, 1988). A study by Cascio (2000, cited in Brotherton, 2010) found that the full cost of turnover can lead to 93 to 200% of the employee's salary that has left. However, Taylor (2002) believed that this can depend on what type of position is to be filled. If it is possible to replace this person quickly and you can have their productivity levels up to a reasonable standard, then costs may be less expensive, but if the person is highly skilled and these skills are short in supply, then this is where the cost comes from through expertise and loss of knowledge.

This view is agreed also by O'Connell and Kung (2007). They believe that the replacement costs that arise from turnover can be divided into three parts. Staffing, which involves the cost of identifying and hiring the employee who has left alongside the cost of hiring a new employee, vacancy is the amount of time that the position is left idle, resulting in productivity being negatively affected, and training as the new employees have to accumulate their productivity which can take some time. Along with these three areas, the CIPD (2014) believe the administration of the resignation is another area of cost that can be accounted for.

### **2.2.2 – Loss of key knowledge or skills**

The consequences of employees leaving can result in the loss of key knowledge and skills within the company. DeLong (2004, p.21) states "*lost knowledge means the decreased*

*capacity for effective action or decision making in specific in a specific organisational context”.*

Employees that leave the company or are on the verge of leaving often contain those with the most knowledge regarding the business which can have an impact on social relationships, leading to a loss of trust and time that is needed to transfer this knowledge to other workers. Companies that are in the process of letting people go may offer voluntary leave programs but this can have an effect on knowledge preservation as it tends to encourage the top employees, who contain key knowledge and skills to leave. Similarly, companies that lose employees to retirement can face the same problem. This contains the employees who have gathered large amounts of knowledge and skills, so with their loss, the company's knowledge base and group of mentors are affected. This is a problem due to companies not realising employee's specific knowledge, with less companies cataloguing the outgoing knowledge or making attempts to pass it on to others (Lesser and Prusak, 2001). This was further supported by Arnone (2006) who believed that the loss of key employees can result in a talent gap in areas of their companies.

### **2.2.3 - Lower morale and increased pressure on remaining staff.**

When turnover occurs in the workplace, morale can be affected and the pressure can be increased on the remaining employees as the company looks to recruit the ideal candidate for the vacant positions, or in some cases not filling them at all.

According to Nikravin and Frauenheim (2014), by asking workers to carry out more work with the same resources, this has seen an increase in profits for some companies, however there are side effects that companies are failing to acknowledge. The implications of this action come in various forms including talented employees being burned out and leaving the company to find a job with less demands, and morale being affected.

The remaining employee's attitude towards the company can become negative. Research carried out by the Loyalty Institute found that these employees view their benefits packages with less enthusiasm, can experience a drop in productivity levels and often produce the least required amount of work (HR Magazine, 2001).

## **2.3 - Benefits of Turnover**

Evans (2001) believed that staff turnover can prove to be an advantage to bring change through natural wastage which would have been difficult to implement beforehand.

### **2.3.1 – Opportunities to bring in new recruits to improve current workforce**

As employees leave the company, this creates space for not only new employees, but also the opportunity to improve the talent at your disposal and gain new ideas. Companies have altered their culture to be based on continuous improvement and have devised a way to use turnover to their benefit by the means of dividing their workforce into separate bands to be rated or ranked. These rankings are the top 20%, who are your top performers, middle 70%, who are the consistent performers and the bottom 10%, who apply themselves to the basic limits of the company's expectations. This bottom band is usually given training and coaching to improve their performance, or have their contracts terminated (Hazels & Sasse, 2008). Although this may seem as being extreme, this method is being used by top companies including Microsoft, Dell, Accenture and Goldman Sachs. Goldman Sachs base their rankings on four quartiles, with the fourth quartile either going through training and coaching or being let go to provide room for an influx of new talent (Arlidge, 2009).

However this has come in for some criticism as Boehle (2008) believes this can have an effect on morale and implements a competitive culture in the workplace. It can be as simple as work relationships being affected due to competition between employees to see who sells more goods within their sector.

### **2.3.2 Career Promotion & Advancement**

Werbel and Bedeian (1989) believed that employer turnover can increase the level of morale in the workplace through the creation of promotion opportunities for the remaining staff. In doing this, employees who may have decided to leave due to not being able to advance their careers, now have the opportunity to develop.

Companies are more likely to look inside their company as not only will it increase the chances of retaining the remaining staff, it also shows the employees that management are acknowledging the effort and are willing to reward it (Messler, 2004).

This is a simple but yet effective tool that can also be used to retain employees. A survey conducted by WorldatWork (cited in HR Specialist, 2013) showed that promotion and

advancements are linked to increasing employee motivation and engagement, however only 16% of companies involved in the survey actually tell their staff about the opportunities and use it as a retention tool.

### **2.3.3 – Opportunities to cut staffing costs**

According to McKew (2015), top employees tend to be among those at the higher end of the salary scale. However, should these employees leave the company, this can provide an opportunity to cut staffing costs by filling the position with an employee on a lower salary or by not replacing the employee and spreading his work between remaining employees. Their salary would have been regarded as one of the highest in their department, so this allows the company the chance to offload this salary and replace the employee with another individual who is on a lower salary, reducing staffing costs.

Krell (2009) believed that should the company plan to discard the position and spread the work, they should have a plan already made to ensure that the work will be shared fairly amongst the remaining staff to make sure no individual is overloaded with work, To increase the chances of success, HR managers should work closely with the floor management, and thoroughly discuss the issues relating to the aftermath of the employee departure and how they are going to address areas such as workload, burnout, stress and productivity. However this leaves the possibility of this potential opportunity resulting in a negative outcome should the individuals become affected by the workload.

## **2.4 – Characteristics of High Turnover Environment**

### **2.4.1 – Lack of Communication**

Not having effective employee communication can have a negative effect on the workplace. Insidedge (cited in Burton, 2006) conducted a study of 2,300 workers and the findings were that 80% of these workers believed that how their employers communicate with them played a big part whether they choose to continue working with the company or leave. Over 30% of those surveyed said that communication was the major factor on whether they stay at their companies. This shows that employees want to work in companies that will actually listen and talk to them. From these findings it showed that there were three different types of employees, leapers, those who were more than likely to leave the company within the next three years, lookers, those who were unsure whether they would stay or go in the next three years, and lifers, those who were more than likely to stay for the next three years in the company. A

separate survey of these three types showed the link that communication has to employee retention and reducing turnover, see Fig. 1.

Fig. 1 – How different types of employees view communication from employers

Types	Believed employers communicated well	Believed employers communicated poorly
Job Leapers	45%	55%
Job Lookers	61%	35%
Job Lifers	79%	21%

Source: Burton (2006)

In the same survey conducted by Insidedge (cited in Burton, 2006) it was also found that communication and trust were linked together, with employees more likely to trust and remain with employees that communicate efficiently. Up to 91% of those surveyed said that the key factor in gaining their trust was communication. Burton (2006) also believed that open door policies, small group meetings and sharing information through e-mail or newsletter were key factors to building trust through communication.

#### **2.4.2 – Employee Behaviour Changes**

By being aware of the current situation in the workplace, there is a chance that managers can detect the early warnings that are associated with employees leaving. However, unfortunately there are times that these signs escape the notice of managers and are left festering amongst the employees.

In a high turnover environment, Messmer (2000) cites two signs that can be missed by all the right people inevitably leading to another employee leaving.

Sign one is when employee shows dissatisfaction in their work and this includes an employee who was always amongst the first to offer new ideas, begins to show less enthusiasm in their work, an employee who was previously known for their bubbly sense of humour suddenly shifts moods constantly and employees who begin to spread comments regarding their job and the company in negative manner.

Sign two is when employees demonstrate behaviour that is not normally associated with them. Although have the means to hide their dissatisfaction, it is much harder to conceal their lack of engagement. This occurs due to employees already committing to leaving the company. This

can be evident when a normally active member of a work team decides to take a step back within the group preferring to do his work individually. This can be a sign that the employee has already begun to cut themselves away from the group and in turn the company.

### **2.4.3 – Bad Management**

In different companies, the type of management can vary from one to another and this can have an influence on whether an employee decides to leave or stay in their job. Bevan (1991 cited in Evans, 2001) remarks on research regarding a group of workers who had left their jobs, and were surveyed about what they expected from management and what they had actually received from management.

Fig. 2 – What workers expected and received from management

What the employees expected from management	What the employees had actually received from management
<ul style="list-style-type: none"> <li>• Constructive feedback</li> <li>• Respect and loyalty</li> <li>• Fair performance assessment</li> <li>• Challenging tasks</li> <li>• Management support</li> </ul>	<ul style="list-style-type: none"> <li>• Managers were unapproachable</li> <li>• Managers took no notice of the employees</li> <li>• Irregular assessments and favouritism shown towards certain employees</li> <li>• No consultation opportunities</li> </ul>

Source: Bevan (1991)

Buckingham (2000) believed the idea that employees leave their jobs not due to the company that they work for, but those that they work under and this supports the findings from Bevan’s research.

This means that managers can influence an employee’s intentions to leave and that those managers who equalled the expectations desired by the employee, had a better chance of reducing turnover and raising retention (Evans, 2001).

#### **2.4.4 – Workplace Stress**

*“Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands”* (Blaug et al, 2007, p.4)

Stress in the workplace has become a major issue for companies as it has shown to be linked with worker performance, job dissatisfaction, burnout and turnover. A study by the American Psychological Association (2007 cited in Avey, Luthans & Jensen, 2009) found that up 52% of the employees surveyed had either looked for a new job or had left their current job based on what they believed to be workplace stress. Workplace stress can be caused by various reasons. Mayer (2001) believes some of these reasons to include:

- Employees who are working more hours than usual while not using their holiday entitlements.
- When a company decides that they are downsizing, reorganising or letting employees go this leads to an increase in uncertainty and workloads for employees.
- Employees who feel like they have no self-control regarding their careers.
- The culture of the company which allows rewards to be less than the effort contributed by the employees.
- The working environment being negative and workplace isolation being inflicted due to no support from colleagues
- Too many responsibilities for the employee who may not have the adequate resources.
- Unsafe working conditions.

Surveys conducted by Saratoga Institute (cited in Branham, 2012) produced findings that suggest between 25-50% of all employees are affected by some levels of stress and this will have an effect on an employees work productivity and reduce their chances of staying with the company.

What makes the issue of work related stress so difficult to comprehend for management according to Blanchflower (2014), is that they find that they can't distinguish the difference between stress and pressure. As management are finding ways to try motivate the workforce, pressure can be used as a tool to try accomplish this, however the difficulty in defining this line between pressure and stress can lead to too much pressure being placed on the employee

resulting in stress. As mentioned above this can lead to lessened productivity, lowered job satisfaction and difficulty in retaining employees.

## **2.5 – Characteristics of Effective Retention**

To determine how effective a company's retention strategy begins with discovering why employees decide to leave. Finding this information is vital but can prove to be difficult in obtaining. Randall (2014) believes that most companies are simply happy to get any sort of feedback from a departing employee without investigating deeper as to what the full problems are. However, the exit interview can be a potent tool for managers if used effectively.

The exit interview can be used by the manager to extract information from employees who are leaving the organization. It can further the understanding of the manager with regards to identifying why employees are leaving and reducing turnover. Another positive aspect of this tool is that it can help the manager to identify problems within the company that would have remained undiscovered as current employees are hesitant to speak out against a problem if it may affect their job (Bruce, 1988).

However Sullivan (cited in Fox, 2014) believed that employees can be retained before their departure becomes inevitable. His thoughts are that if you are worried that your top employees are thinking of leaving, then you just have to ask them. Employees that are thinking of pursuing their career elsewhere don't leave until they are forced by a scenario such as missing out on promotion. HR can play a key role in reducing turnover and increasing retention and it involves two key aspects – re-recruiting and re-engaging. Even the most prodigious companies contain top performers that can become bored with their jobs. By re-recruiting, this can communicate to the employee that there are new and exciting career opportunities available, and shows that management values them enough to be worried should they leave. To achieve this, Sullivan (cited in Fox, 2014) believes that HR and management can work together to develop new perks that can be offered such as more flexibility or enabling the employee to choose their own projects. Although it would be ideal to try to re-recruit all top employees, it is highly likely that some companies will have limited resources which makes this unachievable. Therefore, identifying and prioritizing employees believed to be closest to leaving should be worked on first but this can have negative consequences as other employees could view this as employees being treated unequally. Employee engagement is a crucial part of the retention phase as employees tend to feel engaged when they have positive relationships with management, belief

in the company's leaders, a feeling of personal accomplishment in their work and what they do is important.

The CIPD (2014) made several suggestions which have been shown to provide a positive contribution to improve employee retention.

- Before employing workers, give them the opportunity to undergo a job preview at the recruitment stage, which will give them an insight to the job they look to carry out.
- Managers who have a positive record of retaining employees should be rewarded and mentioned in appraisals. Should these managers have high turnover levels, they can be offered re-training.
- Companies should acknowledge their employees career expectations and try to nurture them efficiently by allowing a multitude of opportunities for these workers to enhance their skills and progress in their careers. Although promotion may not always be available, it is possible to engineer a sideways move that can make the work more appealing and keep the employee interested.
- Where it is possible, it is important to allow the employees to have a voice whether it be through grievance procedures, consistent appraisals or even surveys to gauge employee attitude. By having no means of communication process, the employee may be forced to consider their position if they can't voice their problems.
- In cases where employees are forced to work specific hours that clash with their home responsibilities, then this can be a cause of concern. This will inevitably lead to these employees looking for other jobs that can cater for their needs. So in these cases, flexibility can be a necessity, so where it is possible, it is a good idea to cater for individual employees preferences when available.
- In some organizations, there is a culture that makes employees feel like they have to stay and work. This is caused by senior managers working severely long hours and employees feel like they have to stay and match up even though they don't want to stay, feeling that it will be frowned upon should they decide to clock out. Senior management needs to recognize this and the change needs to begin with them, showing employees that it is okay to finish up.
- Job Security is another aspect that needs to be taken into consideration. Employees that believe that their jobs are at risk may put a lot more effort into impressing management

but having the feeling of insecurity can also lead to employees looking for a more secure job at the same time.

## **2.7 - Barriers to Retention**

Retaining top employees is not just a local challenge, it is a global challenge faced by all companies. According to a survey carried out by AchieveGlobal (cited in Castellano, 2013) it was found that managers worldwide believed that the three main barriers to retaining employees were that compensations and benefits didn't match expectations, one of the reasons also found in Miao (2014) study of Accenture, there was a shortage of growth and development opportunities, and managements failure to acknowledge employees achievements, which was mentioned previously by Fox (2014) that a solid relationship between employee and management is one of the key factors in the engagement stage of the retention strategy.

It was further agreed that to combat these problems would be to reverse the above three causes and add a fourth strategy focusing on a healthy work-life balance which will help build an effective retention strategy (Castellano, 2013).

LinkedIn recently conducted a survey called "The Exit Survey" involving 7,530 members who recently changed jobs. These members were asked what would convince them to change jobs, however the actual reason they changed jobs was different and the results can be seen in Fig. 3 (Grunewald, 2014).

Fig. 3 - LinkedIn survey results as to why employees choose to leave

What would convince employees to change employers?	What actually made them change?
1. Better compensation or benefits	1. Greater opportunities for advancement
2. Better work/life balance	2. Better leadership from senior managers
3. Greater opportunities for advancement	3. Better compensation or benefits

Source: Grunewald (2014)

Furthermore a previous LinkedIn study in 2013, which consisted of 3,379 HR and talent acquisition professionals in 19 different counties, showed that most companies believe that they have a well-defined internal mobility program and that their employees are well aware of it. Bersin by Deloitte (2015) states that "*Internal mobility (a.k.a. mobility and talent mobility) is a dynamic internal process for moving talent from role to role – at the leadership, professional and operational levels.*" However the study conducted has shown that HR and

talent acquisition professionals overestimate employee awareness of internal mobility programs within their companies by more than half, see Fig. 4 (Grunewald, 2014).

Fig. 4 – What HR and talent acquisition professionals think compared to what employees are aware of.

Region	% of HR and talent acquisition professionals who believe their internal mobility program is well known among employees	% of employees who said they were aware of their employers internal mobility program
US	69%	25%
Australia	63%	28%
Canada	70%	20%
India	68%	26%
UK	67%	24%

Source: Grunewald (2014)

Gardner (cited in Berman-Gorvine, 2014) looked to find empirically validated behaviours that may indicate barriers to retention. He believed that for the volume of things written about what are the signs of turnover, that there was no science behind them. In his study, Gardner found that disengagement was the main ‘cue’ to whether an employee was on the verge of leaving. Amongst his findings were:

- Employees are reluctant to become part of long term projects or plans
- Employees went into their shell, becoming reserved and quiet
- Employees have no interest in advancing their career in the company
- Employees avoid social interactions with management
- Employee’s productivity lessens often resulting in the minimum amount of work completed.
- Employees no longer have an interest in training and development opportunities.

These findings led Gardner to suggest that if an employee ticks most of these behaviour factors, then his statistical formula had an 80% accuracy level of predicting whether they were about to leave.

There is also a future problem that companies will have to consider regarding retention – Generation Y. By 2020, Gen Y workers, those ages 18-35, will make up 50% of the workforce. Integral Talent Systems recently finished a 14 month study of why Gen Y workers leave their jobs. One of the main findings from the study was that 60% of these workers are currently looking for a new job whilst in existing employment. This is definitely a concern for employers who are looking to retain top employees. The main job factor that appeals to Gen Y employees is an organisation that appeals to their career and lifestyle desires, which they believe to be more important than pay or their relationship with supervisors or managers. This behaviour has left many companies baffled and are struggling to adopt sufficient retention strategies aimed at retaining these workers (Ware, 2014).

It is quite interesting that money is not always considered the overall factor for employees choosing to stay in or leave jobs. This highlights the importance of the other factors as critical components in the decision making process of the employee.

### **3 - Research Questions**

This research will seek to determine whether Tesco have a sufficient and effective retention strategy that enables the company to retain its front line employees. The key aim of this study will be “*An exploration of employee turnover and retention of front line employees in Tesco?*” To reach this aim, there are various sub questions needed to be considered if we are to come to a conclusion on the key aim.

#### **3.1 - Does turnover affect morale and increase pressure on remaining staff?**

As mentioned in 2.2.3, Nikravin and Frauenheim (2014) believe that there are side effects to having employees carry out more work with the same resources and can lead to a lack of morale and the possibility of employees leaving to find a job with less demands. Through the use of this sub question, the author will look to see if turnover has an effect on the remaining staff in Tesco.

#### **3.2 - Do Tesco use career advancement as a tool to retain their employees?**

As mentioned in Section 2.3.2, Werbel and Bedeian (1989) state that employee turnover can increase the level of morale in the workplace through the use of career advancement opportunities for the remaining staff, believing it to have a positive impact on a employees decision to stay with the company having previously had no option to develop their careers.

Through the use of this sub-question, the author will look to discover whether Tesco highlight and use career advancement as a tool to retain their employees.

### **3.3 - Is there a sufficient level of communication provided by Tesco to its employees?**

As mentioned previously in section 2.4.1, a study conducted by Insidedge (cited in Burton, 2006), found that 80% of workers believed that how their employers communicate with them played a big part whether they choose to continue with the company or leave. Through the use of this sub question, the author will look to discover if there is a sufficient level of communication between Tesco and its employees and whether it may have an impact on its employee retention efforts.

### **3.4 - Is the relationships between employees and supervisors/managers positive?**

This is regarded as an essential component as it is regarded as the employee leaves the manager, not the job. Buckingham (2000) believed the idea that employees leave their jobs not due to the company that they work for, but those that they work under and this supports the findings from Bevan's survey in 2.4.3. Through the use of this sub question, the author will look to analyse the relationship between employees and management.

### **3.5 - Is workplace stress an issue amongst the employees of Tesco?**

As mentioned previously in section 2.4.4, Blaug, Kenyon and Lekhi (2007, p.4) believed that "*Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands.*" Further studies by the American Psychological Association (2007 cited in Avey, Luthans & Jensen, 2009) found that up to 52% of the employees surveyed had either looked for a new job or had left their current job based on what they believed to be workplace stress. Through the use of this sub-question, the author will look to discover whether workplace stress is present amongst the front line employees of Tesco which may have an effect on the retention efforts of the company.

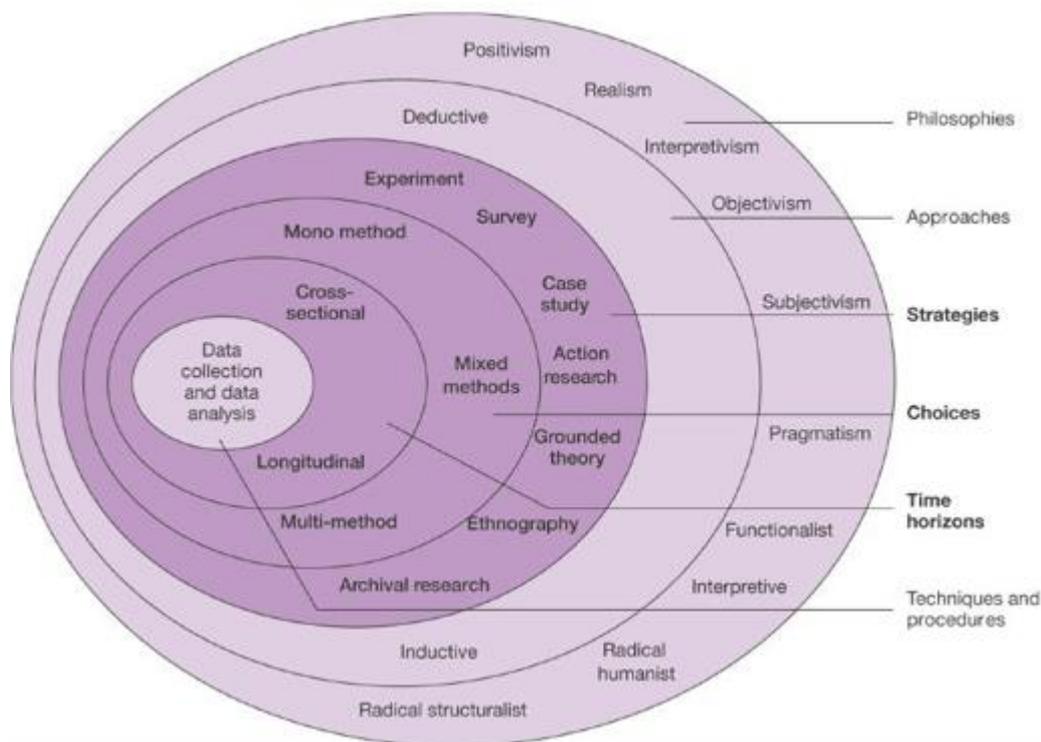
From the literature review, it is quite clear that a number of factors that add up to whether an employee wants to leave their job. By researching and gaining information relating from these various factors, this will deliver a link from these sub-questions and help to provide a basis to understanding and deciding whether Tesco achieves this key aim.

## **4. Research Methods**

### **4.1 Introduction**

To aid the author, he will use the research “onion” model proposed by Saunders, Lewis and Thornhill (2009). This model consists of six different layers that peel back to allow the author to follow the process to the next layer of the model. According to Saunders et al (2009), these layers begin with the research philosophies followed by the research approaches, the research strategies, the research choices, the research time horizons and completed by the inner layer which is the research data collection and data analysis.

Fig. 5 - The research “onion”



Source: Saunders et al (2009) pg. 138

### **4.2 Research Philosophy**

The research philosophy layer of the research “onion” model provides the author with the option of choosing between three ways of thinking with each having different aspects. Saunders et al (2009) state these as:

- Ontology
- Epistemology

- Axiology

In this study the author will be using the positivism philosophy. According to Bryman and Bell (2015, p. 28) positivism is “*an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality*”.

### **4.3 – Research Approaches**

The research approaches layer of the research “onion” model provides the author with the option of choosing between the deductive approach and the inductive approach. According to Saunders et al (2009, p.124) the deductive approach involves “*the development of a theory that is subjected to a rigorous test*”. The inductive approach is the opposite. Sekaran and Bougie (2010, p.28) believe that the inductive approach involves “*a process where we observe specific phenomena and on this basis arrive at the general conclusion*”. In this study the author will be using the deductive approach.

### **4.4 - Research Design & Methodology**

According to Robson (2002), research design can be described as the general plan that will depict how the author will intend to fulfil their research aims and answer their research questions.

#### **4.4.1 - Research Strategies Layer**

The research strategy layer of the research “onion” model provides the author with the option of choosing between several research strategies. According to Saunders et al (2009), some of these choices can be labelled as being part of a deductive approach and others can be labelled as being part of an inductive approach. These choices include:

- Experiment
- Survey
- Case Study
- Action Research
- Grounded Theory
- Ethnography
- Archival Research

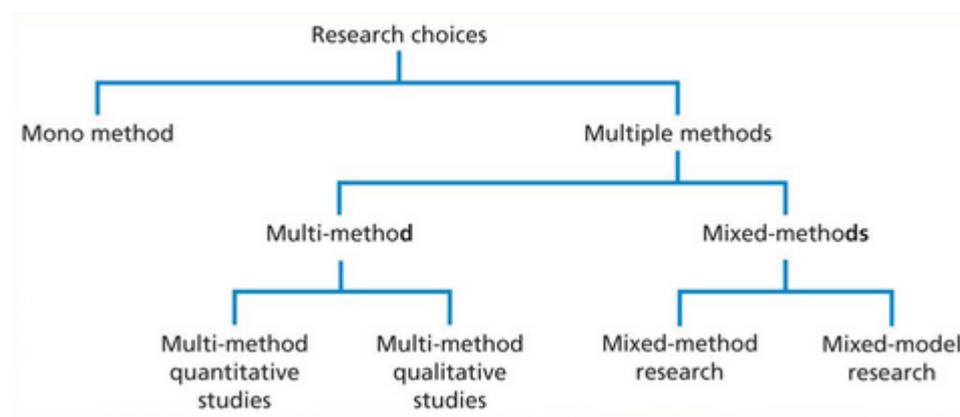
In this research study, the author has chosen the case study research strategy. According to Robson (2002) a case study “*is a strategy for doing research which involves empirical*

investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence” (Robson, 2002, pg. 178.)

#### **4.4.2 The research choices layer**

The research choices layer of the research “onion” model provides the author with the option of choosing between the mono method, which is a single data collection technique, and the multiple method, which is the use of more than one data collection technique. This multiple method is divided into sub sections as seen in Fig. 6 (Saunders et al, 2009).

Fig. 6 – Research choices



Source: Saunders et al (2009) pg. 152,

In this research study, the author has chosen to use the multiple method approach in the form of mixed methods research. Although some authors seemed to find this approach uncomfortable (Buchanan, 1992; Pawson and Tilly, 1997), according to Bryman (2006) this mixed methods approach, which allows both quantitative and qualitative data to be used in research, has now become a common method used in recent years. According to Anderson (2009) mixed methods can provide researchers with a number of benefits:

- **Triangulation:** This is the process of using data from various sources to examine the findings. Saunders et al (2009) refers to triangulation as “*the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are*” (Saunders et al, 2009, p. 146).
- **Helping to identify the right people for qualitative data gathering:** When undertaking data gathering, it may be beneficial to begin with quantitative data gathering which can allow the author to form his thoughts and gain an insight, which he or she can then

capitalise on by having the ability to pin point sources that can provide more useful data when undertaking qualitative data gathering.

- Interpreting the relationship between different variables: By using quantitative data in research, it allows the chance to discover if the links between variables are important or have just happened by chance. However once it has been decided that these links have value, qualitative data may allow author to discover why the links between variable happen.
- Researching into different levels of an HR issue: Issues within the organisation at a ‘macro’ level are generally investigated using a quantitative approach to research, whereas issues within the organisation at a ‘micro’ level tend to be investigated using a qualitative approach to research. So by using a mixed methods approach, this can be beneficial for practitioner-researchers where HR research is focused on dealing with organisational problems and issues, that needs to have different views of the situation.

According to (Bryman and Bell, 2007) there are key issues that must be taken into account regarding the quality of mixed methods research:

- Ensure the research design is justified and the execution is efficient: Regardless of the amount of research techniques used, research that is poorly designed and implemented can result in uncertain and unreliable findings.
- Have a reason for using mixed methods: There must be a clear reason for using more than one method other than the ‘more is better’ rationale.
- Make sure you have the time: As with most studies, there will be a time constraint placed on the author to ensure that the study is completed. Therefore time constraints must come into consideration when thinking of adopting a mixed methods approach to ensure that there is sufficient time to gather enough data.
- Make sure you have sufficient experience to gather and analyse various types of data.

#### **4.4.3 - Research Time Horizons**

The research time horizons layer of the research “onion” model provides the author with two choices – cross-sectional and longitudinal.

According to Saunders et al (2009) a cross sectional study is “*the study of a particular phenomenon (or phenomena) at a particular time*” (Saunders et al, 2009, p. 155). According to Easterby-Smith, Thorpe, Jackson and Lowe (2008) cross-sectional studies tend to favour the

survey strategy, but however, Saunders et al (2009) highlight that qualitative techniques can also be used in cross-sectional studies.

In the opinion of Saunders et al (2009) the key strength of longitudinal studies is that it has untold ability to study change and development. It was the belief of Adams and Schvaneveldt (1991) that the author of the study can exercise a measure of control over the variables being studied, provided that the research process doesn't affect them.

In this research study, the author used a cross-sectional study. The advantage of choosing cross sectional was that the author could collect the necessary data while allowing the author to complete their research study before the desired deadline indicated by the National College of Ireland.

#### **4.4.4 – Research Data Collection and Analysis**

The research data collection and analysis layer of the research “onion” model allows the author to use the chosen methods of data collection to gather data. In this research study, the author will use the questionnaire as the quantitative research method. The author chose to use this method because of the advantages associated with this quantitative tool mentioned in 4.4.4.1. The author will also use the structured interview as the qualitative method. The author chose to use this method because of the advantages associated with this qualitative tool mentioned in 4.4.4.2. With the data gathered from both of these different methods, the author will be able to use triangulation to examine if the data gathered from the questionnaire matches the data gathered from the interviews.

##### **4.4.4.1 – Questionnaire Design**

Sekaran and Bougie (2010, p.197) state that a questionnaire “*is a preformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives*”.

Anderson (2009) believe that the questionnaire has many advantages including:

- **Low cost for the researcher** – The questionnaire is regarded as being amongst the most cost effective data gathering tools. In this case, the survey software package that the author used was free and it provided a HTML link which the author could send to the potential participants that he identified.

- Participant convenience – This is important to gaining responses from potential participants. The questionnaire allows the potential participant to decide when they want to fill out the questionnaire and also the effort they want to put into it. If a potential participant feels like they are being pressured or hurried then it is unlikely that they will complete the questionnaire.
- High chance of anonymity – This can be a concern for the individuals involved. However as the questionnaire is completed through a HTML link, this greatly reduces the risk of anonymity being compromised.
- No interview bias – The participant is able to complete the questionnaire without the pressure associated with having the interviewer directly face to face with them which may influence the data that they provide.
- No location constraints – The ability to not have to come face to face with the participant removes the geographical restraints which would have reduced the authors' chances of finding potential participants for the questionnaire.

In designing the questionnaire, the author developed it through the use of SurveyMonkey, which is among the survey software packages recommended by Saunders et al (2009) when designing the questionnaire. This software package provides free customisable surveys and allows you several options to distribute your survey including HTML link, email and embedding on your personal social media sites. The questionnaire will be divided into sub sections that will relate to each of the five sub questions respectively, and aid in the study of the overall question.

According to Bourque and Clark (1994 cited in Saunders et al, 2009) researchers' use one of these methods when designing questions:

- Adapt questions that are used in other questionnaires
- Adopt questions that are used in other questionnaires
- Develop your own questions

In this study the author will be adapting their questions from various surveys and findings to enhance the validity and reliability of the questionnaire, and the author also believes it will allow him to gain more accurate data. The full questionnaire can be found in Appendix A.

The first section of the questionnaire was used to gather some basic information regarding the participant's gender and age.

The second section of the questionnaire was used to help answer the first sub question and was titled – Effects of Turnover on Staff. The questions used in this section were adapted from Nikravin and Frauenheim’s (2014) belief that turnover can lead to side effects amongst the remaining staff. This is due to the staff having to carry out more work with the same resources, which can lead to a lack of morale and the possibility of employees leaving to find a job with less demands.

The third section of the questionnaire was used to help answer the second sub question and was titled – Career Advancement. The questions used in this section were adapted from Werbel and Bedeian (1989) belief that employee turnover can increase the level of morale in the workplace through the use of career advancement opportunities for the remaining staff.

The fourth section of the questionnaire was used to help answer the third sub question and was titled – Communication. The questions used in this section of the questionnaire were adapted from a survey used by Insidedge (cited in Burton 2006).

The fifth section of the questionnaire was used to help answer the fourth sub question and was titled – Management. The questions used in this section of the questionnaire were adapted from the findings of Bevan (1991 cited in Evans, 2001).

The sixth section of the questionnaire was used to help answer the fifth sub question and was titled – Workplace Stress. The questions used in this section of the questionnaire were adapted from a survey used by the American Psychological Association (2007).

The final section of the questionnaire was used to find what the employee found most positive and negative about the company. The questions used in this section of the question consist of answer choices related to the literature review.

#### **4.4.4.2 – Interview Design**

According to Kahn and Cannell (1957 cited in Saunders et al, 2009, p.318) an interview is “*a purposeful discussion between two or more people*”.

Interviews can be broken down into three categories, Saunders et al (2009) believe these categories to be:

- Structured interviews which involves the use of a set of pre-determined questions
- Semi-structured interviews which involves a set of themes and questions to be used but may change from interview to interview

- Unstructured interviews which involves no pre-determined set of questions and allows the interviewer to explore areas of interest in greater detail.

In this research study, the author will be conducting structured interviews, which will consist of the same list of questions used in the questionnaire and was conducted by the author to gain an insight into the data gathered from the questionnaires. The reason the author chose this type of interview was that according to Bryman and Bell (2015) the participant responses can be aggregated. As the structured interview consists of open ended questions, the author had to reduce the data gathered and separate the answers into different themes or groupings.

According to Sekaran and Bougie (2010) the main advantage associated of the face-to-face interview is that the interviewer can ensure that the interviewee understands the questions clearly and that the interviewer can pick up body language which would be impossible through telephone interviews. The main disadvantage associated with the face-to-face interview is that your interviewees may be restricted by geographical limitation. However, this wasn't a concern for the author.

#### **4.5 – Validity & Reliability**

According to Saunders et al (2009) internal validity in relation to questionnaires is linked to whether your questionnaire has the ability to measure exactly what you intend to use it for.

In this research study, the author had his supervisor assess the questionnaire to see if the content was suitable and also conducted a pilot test of the questionnaire.

Saunders et al (2009) believe that the true purpose of the pilot test is to ensure that the questionnaire is suitable to answer the questions you need answered and also if the respondents will have any difficulty understanding and answering the questions. This echoes Bell's (2005) thoughts that no matter how little time you may seem to have, you should try your best to test it out as you won't know if it will do what you want it to do.

The author felt that they had the perfect opportunity to perform a pilot test due to the advantage of their working environment. The author is a sales assistant in a Centra store, which would be similar to Tesco. The pilot test consisted of 14 Centra employees answering the questionnaire and no difficulties were noted regarding the layout, content or understanding of the questions.

#### **4.6 – Questionnaire Administration**

The questionnaire, having been designed through the use of SurveyMonkey, was answered by participants through the means of a link provided through social media. According to Witmer, Colman and Katzman (1999 cited in Saunders et al, 2009) this is an acceptable way to use the internet, it increases the changes anonymity for respondents and respondents can't alter the questionnaire.

The advantages of using this method of administration included cost effectiveness, can cover a wide location, allows the participant to complete at their leisure and allows anonymity to be ensured. The disadvantages of using this method of administration included participant failure to respond, late completion of questionnaire or even incomplete questionnaires (Anderson, 2009). The disadvantages didn't worry the author so much due to positive relations between the author and the participants.

As social media is such a powerful tool, the author gained majority of his sample through the social media sites Facebook and Twitter, which allowed him to contact those who he deemed had the required criteria to participate in the survey. This allowed him to reach the desired number of respondents needed to provide sufficient feedback to his research questions. As the author lives in the locality of the Tesco, a lot of employees from that Tesco branch was known to the author. This made it easier to track down those people through Facebook and Twitter, and ask them to participate. If the employee agreed, then the author stated what was asked of the employee, in terms of filling out the survey via the link provided and explained to that it was totally confidential, with no risk if being identified. If the employee declined, he was no longer pursued, as free will was of utmost importance in the administration of the survey. As these people were readily available to the author, this ruled out the need for phone calls and emails to gain participants. When the participant had agreed to and completed the questionnaire, they were politely asked if they knew of any Tesco employees who may not have been in the same social circle as the author. This yielded some more participants for the survey. To make sure that all possible candidates were exhausted, the author placed the link on his own Facebook and Twitter site just in case he had missed any Tesco employees who could participate in the questionnaire.

#### **4.7 – Interview Administration**

The interviews were conducted in the home of the author and on one occasion in the home of the interviewee. Interviewees were issued a consent form that they had to agree to and sign

before the author could continue with the interviews. The then proceeded to go through the interview questions and each interview lasted 20-30 minutes.

#### **4.8 – Sample**

Although it may be possible to gain responses from the entire population, Saunders et al (1990) believe that it would ill-advised to collect or analyse all the data that has been collected due to the restrictions placed on this researcher, in this case time and money restrictions. Therefore a smaller section of the population is chose thus known as a sample.

According to Sekaran and Bougie (2010) a sample is a sub group of the population. By analysing this subgroup, it should be possible for the author to draw conclusions that are reflective of the general population of interest.

##### **4.8.1 – Sample Size**

When selecting the sample size, the author decided to target the front-line staff of Tesco, which would be employees who work the checkouts, customer service and floor. There is roughly 70 frontline staff in the store and the author got 44(62.85%) of employees to complete the questionnaire. The author believed this would enable him to answer his research question of “*An exploration of employee turnover and retention of front line employees in Tesco?*” By doing this, this allowed the author the maximum potential of gaining what was required to answer the question.

According to Stutley (2003), the minimum required number of participants for statistical analysis is 30 and generally used as a rule of thumb. In this study, the author has obtained 44 responses to their questionnaire with 18 of the participants being female and 26 of the participants being male.

With regards to the sample size for the interviews, six people agreed to be interviewed. There was difficulty gaining people for interview as some people had no interest beyond the questionnaire and because time constraints meant that the author had to proceed with the research.

##### **4.8.2 Sample Technique**

According to Saunders et al (1990), there are two sampling techniques that can be used by researchers:

- Probability or representative sampling – with this technique, the chance of each case being chosen from the population is known.
- Non-probability or judgemental sampling – with this technique, the chance of each case being chosen from the population is not known

In this study, the author has chosen to use various non-probability sampling as the author believed it would provide the best opportunity to gain the information and data that is required.

Purposive sampling allows the author to use their own judgement to select cases that they deem most suitable to provide information to answer their sub questions and in turn their main research question. According to Neuman (2005), this type of sample is often found used when working with small samples such as case study research. The author believe that this technique could be used as the author lived in the locality as many of the Tesco employees which automatically made access available to information.

Due to having this access, the author decided to use these respondents to implement the next technique which is Snowball sampling. Saunders et al (2009) state that snowball sampling is when the author makes contact with a participant and asks these participants do they know of any other potential participants. These new participants are then asked about further possible participants. This technique can be used to gain access to more respondents that would otherwise be out of range or difficult to access for the author. The author decided to take advantage of this opportunity and asked his contacts would they be able to ask others that the author didn't know.

To finalise the sample size, the author chose to use self-selection sampling. According to Saunders et al (2009), this technique happens when you allow each individual to choose to partake in the study by their own choice. Having been provided with a HTML link through the survey design software, the author chose to put up a brief message on various social sites aimed at friends and friends of friends, asking for people that are front line staff to participate in a short questionnaire. This proved to be successful and only those that were known to work in Tesco and agreed to participate were sent the HTML link.

#### **4.9 – Ethical Considerations**

As research is undertaken ethical concerns can arise. According to Saunders et al (2009) in the context of research studies, ethics refers to how the author conducts their behaviour with regards to the rights of those individuals or groups who are affected by the author's research.

This in turn automatically suggests that research ethics is related through questions regarding how we think of and clarify our research topic, gain access to the necessary individuals or information, gather this information, analyse and protect the data and finally, write up your findings that is deemed to be morally and ethically responsible in terms of the authors behaviour and all involved. This is further supported by Cooper and Schindler (2014) who believe that ethics are standards of behaviour that help decide our moral decisions regarding our behaviour and how others are treated, with the main aim of ethics being that no individual or group should have to be worried or are affected with the research outcome.

Saunders et al (2009) suggest various key issues that can and arise during the research study. These issues can be found regarding:

- The privacy of those individuals who agree to participate and also potential participants.
- The voluntary process regarding participation in terms of the right to leave the study.
- Ensuring the confidentiality of the information provided is sustained.
- Ensuring that individuals are unaffected by your methods of data collecting, resulting in no harm or embarrassment.

As the author has chosen to use a mixed methods approach which involved using the quantitative method – questionnaire, and the qualitative method – interviews, extra caution was deemed necessary by the author to ensure their behaviour remained ethically correct.

Due to the author using a SurveyMonkey software package, this software provided the author with an HTML link that helped increase confidentiality, as previously mentioned, by Witmer, Colman and Katzman (1999 cited in Saunders et al, 2009) that this an acceptable way to use the internet, as it increases the chances of anonymity for respondents and the link only leads the questionnaire and when it's completed the respondents are brought to a 'thank you for completing the survey' page. This information was secured through the use of a username and password.

As the interviews will be conducted face to face, the author provided each interviewee with a consent form that each individual must read and agree to before the interview went ahead. Having read the consent form, each individual could freely choose to participate or not. For those that agreed, their interview was transcribed to the authors laptop and stored on a protected USB key. When the transcription and the findings of their interview was finished, the participants of the interviews were shown what was written and were asked was everything okay

with what the author had transcribed from the interview. Following this, each interviewee was given another consent form to ensure that what the author had written was okay to write into their research study.

#### **4.10 – Limitations**

One of the main limitations found in this study is regarding generalizability. According to Sekaran and Bougie (2010, p.22) generalizability refers to “*the scope of applicability of the research findings in one organizational setting to other settings*”. The author gained research data from participants from one Tesco store, so it would be unwise to assume that the data gained and results shown represent all Tesco stores.

Another limitation the author found was gaining respondents for the interview, with most respondents having no interest in doing the interview resulting in only 6 interviews.

## **5 – Findings**

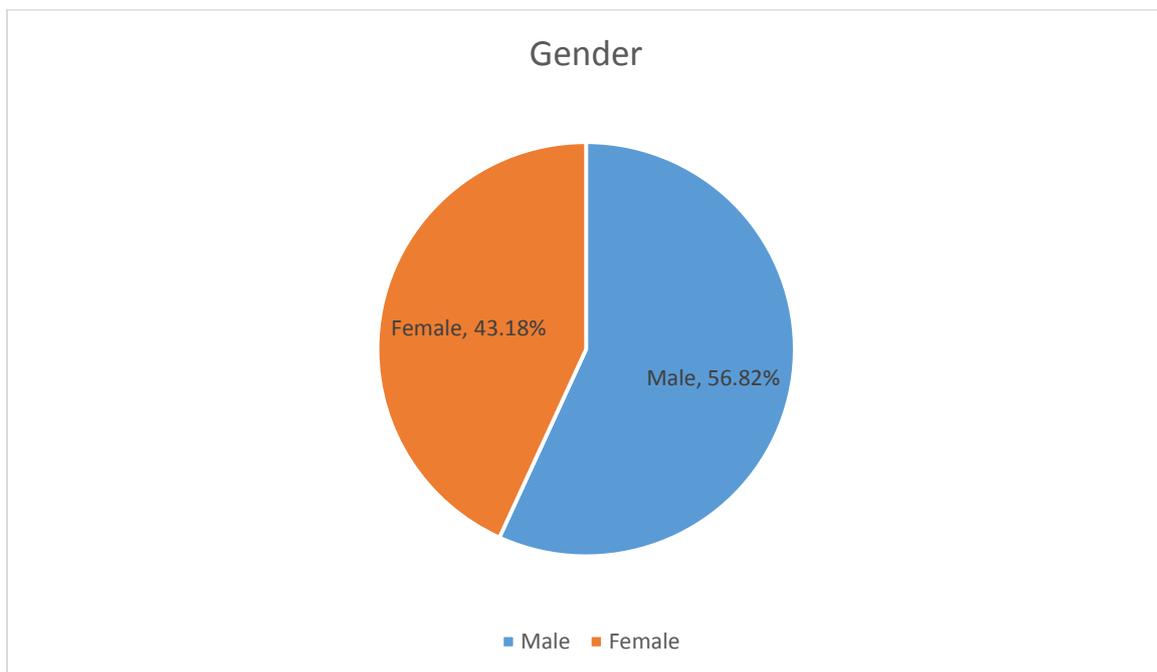
### **5.1 – Quantitative Findings**

#### **5.1.1 – Section 1 – Demographics**

The purpose of this section was solely to find out the gender and age of the participants.

##### **5.1.1.1 – Gender**

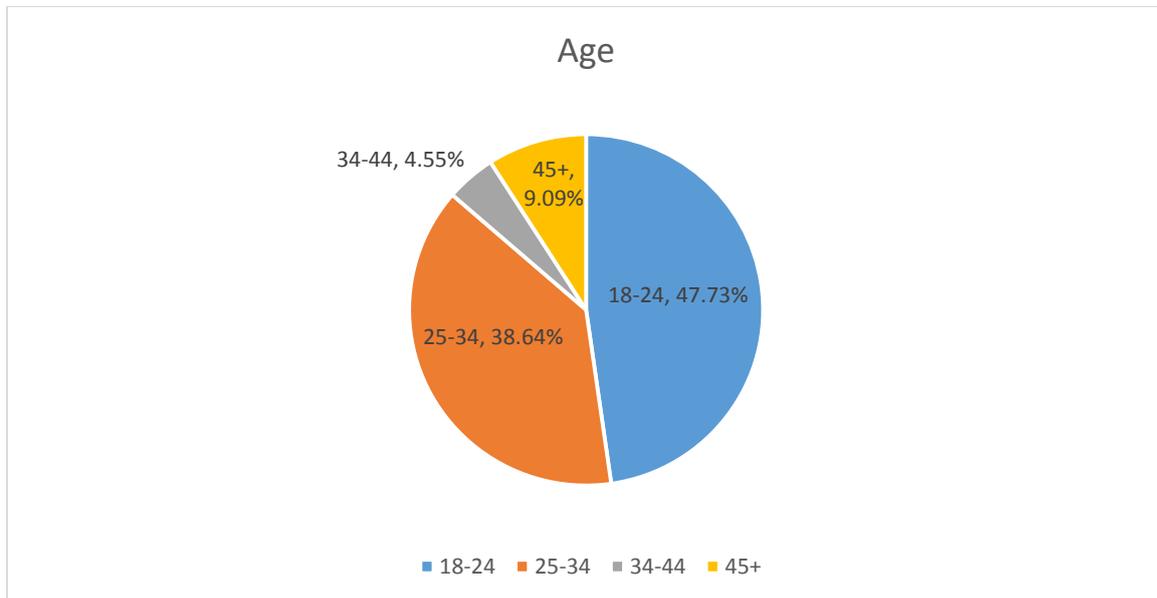
Fig. 7 - Gender



The results of the first question indicated that from the 44 participants, 19 participants were female (43.18%), whereas 25 participants were male (56.82%).

### **5.1.1.2 – Age**

**Fig. 8 - Age**



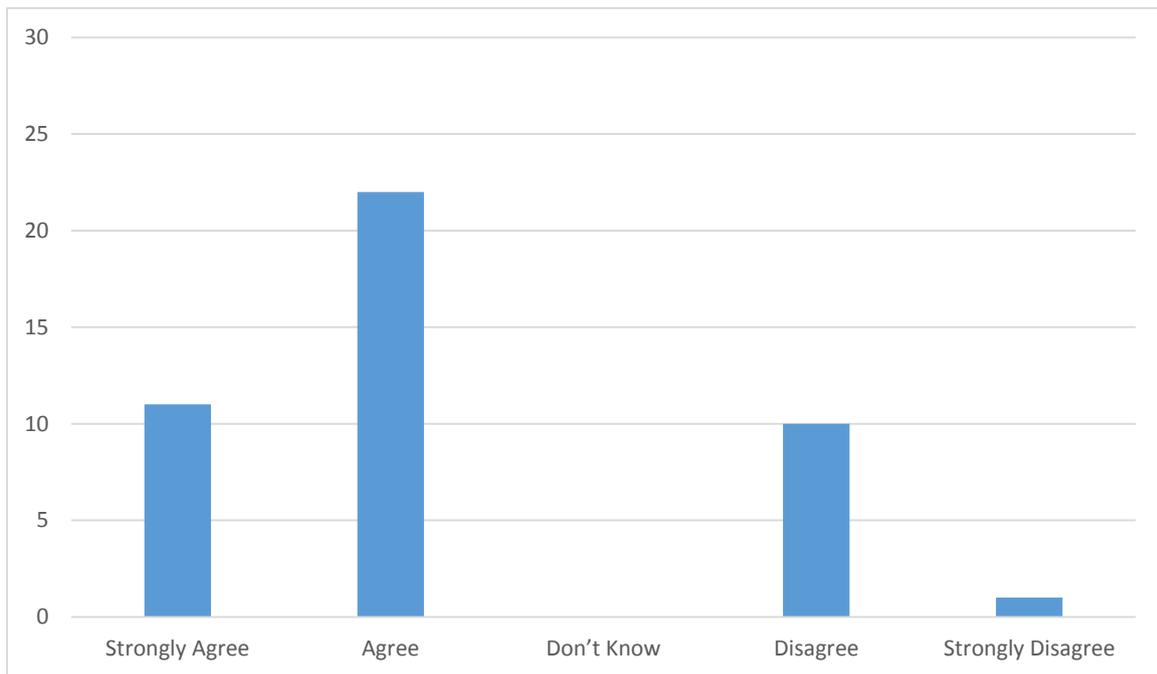
The results of the second question show that the most common age was 18-24 years old with 21 participants (47.73%). This was closely followed by 25-34 years old with 17 participants (38.64%). The next age group was 45+ years old with 4 participants (9.09%) and lastly 35- 44 years old with 2 participant (4.55%).

## **5.1.2 - Section 2 – Effects of Turnover on Staff**

This section of the questionnaire was used to help answer the sub question – ‘Does turnover affect morale and increase pressure on remaining employees’. This was done through using a five point likert-style rating scale in which the participant gives their opinion on a statement ranging from strongly agree to strongly disagree.

### **5.1.2.1 – When an employee leaves, your workload increases**

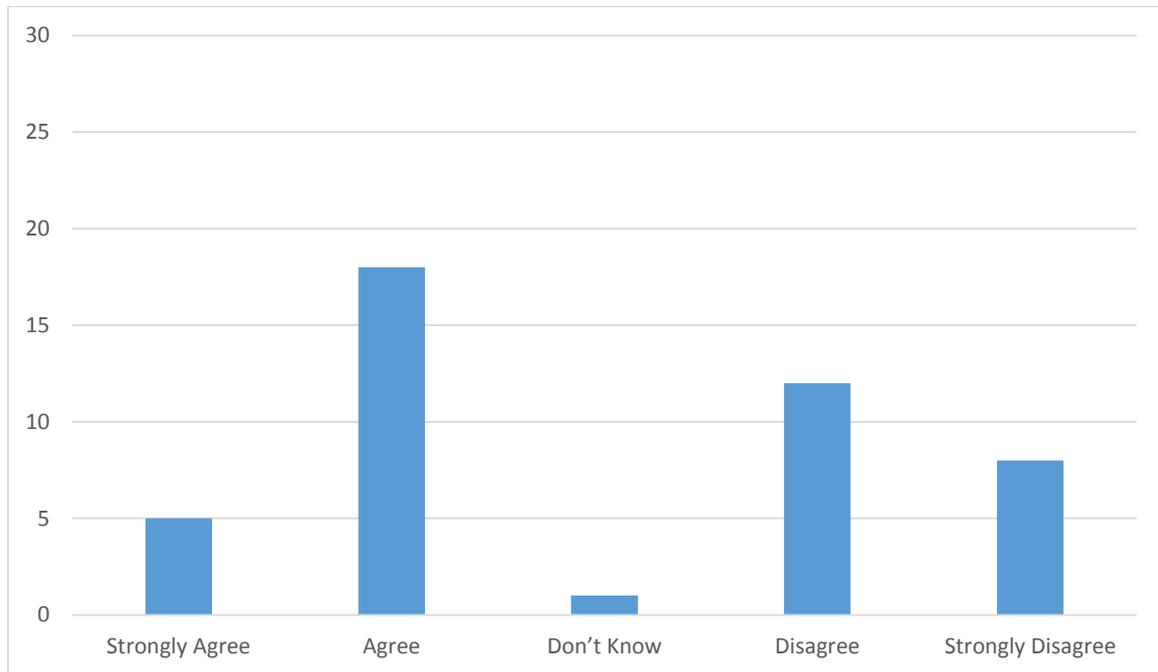
Fig 9 - When an employee leaves, your workload increases



The purpose of this question was to find out if the remaining employees in Tesco felt that if an employee leaves the company, that their workload increased. The most common answer was that 22(50.00%) of the respondents agree that the workload increases when an employee leaves. The second most common answer chosen was that 11(25.00%) of the respondents strongly agree that the workload increases when an employee leaves. This was followed closely by the third most common answer which was that 10(22.73%) of the respondents disagree that the workload increases when an employee leaves. The fourth most common answer was that 1(2.27%) of the respondents strongly disagree that the workload increases when an employee leaves. Lastly none of the respondents chose the ‘don’t know’ choice.

### **5.1.2.2 – There was sufficient tools and resources for your job**

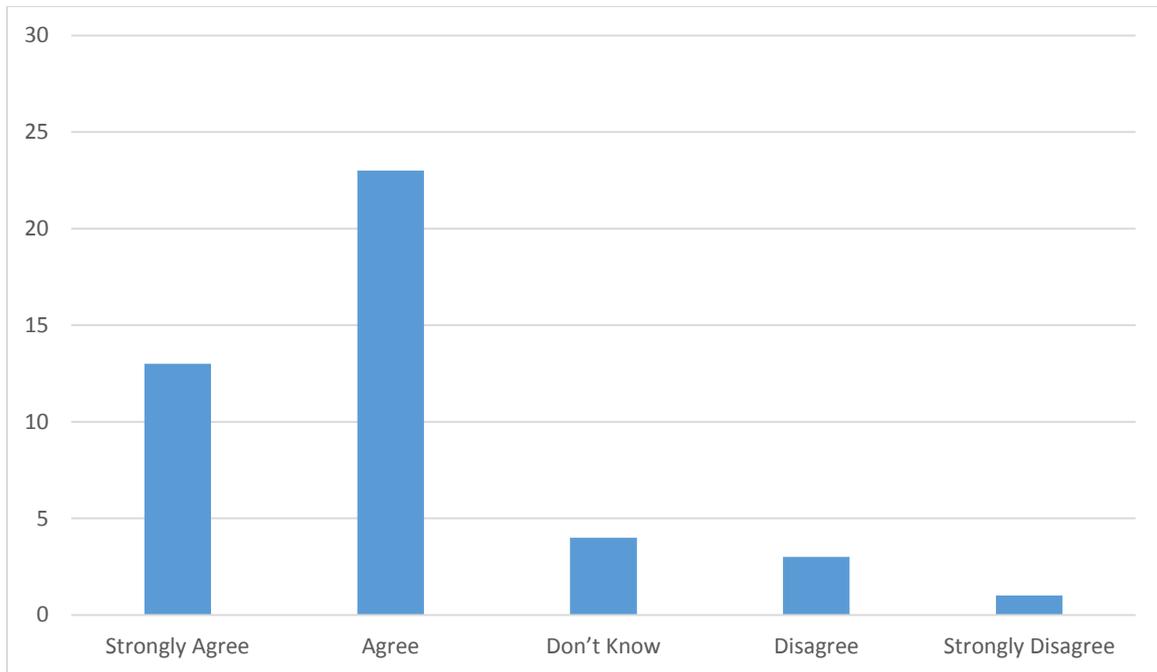
**Fig 10 – There was sufficient tools and resources for your job**



The purpose of this question was to find out if the employees in Tesco felt that they had sufficient tools and resources for their jobs. The most common answer was that 18(40.91%) of the respondents agree that they had sufficient tools and resources for their jobs. The second most common answer chosen was that 12(27.27%) of the respondents disagree that they had sufficient tools and resources for their jobs. The third most common answer was that 8(18.18%) of the respondents strongly disagree that they had sufficient tools and resources for their jobs. The fourth most common answer was that 5(11.36%) of the respondents strongly agree that they had sufficient tools and resources for their job. Lastly, 1(2.27%) of the respondents chose the 'don't know' choice.

### **5.1.2.3 – When an employee leaves, workplace morale is affected**

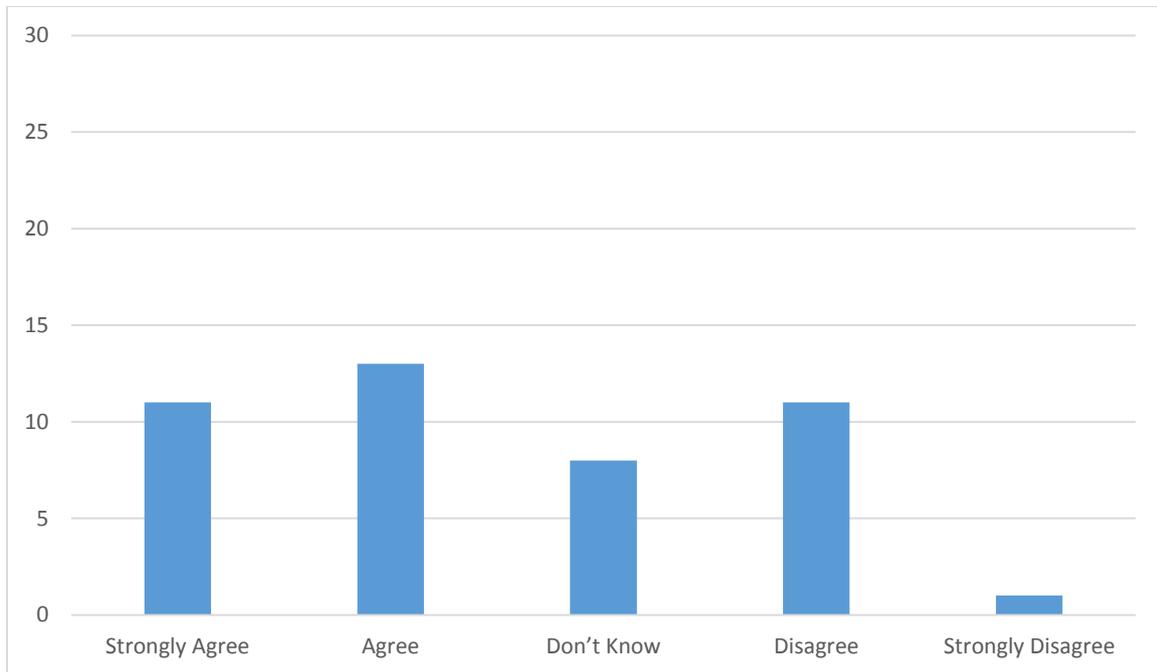
**Fig. 11 – When an employee leaves, workplace morale is affected**



The purpose of this question was to find out if the employees in Tesco felt that when an employee leaves, is workplace morale affected. The most common answer was that 23(52.27%) of the respondents agree that when an employee leaves, workplace morale is affected. The second most common answer chosen was that 13(29.55%) of the respondents strongly agree that when an employee leaves, workplace morale is affected. The third most common answer was that 4(9.09%) of the respondents don't know if workplace morale was affected when an employee left. The fourth most common answer was that 3(6.82%) of the respondents disagree that when an employee leaves, workplace morale is affected. Lastly, 1(2.27%) of the respondents strongly disagree that when an employee leaves, workplace morale is affected.

#### **5.1.2.4 – When an employee has left, you have felt like leaving too**

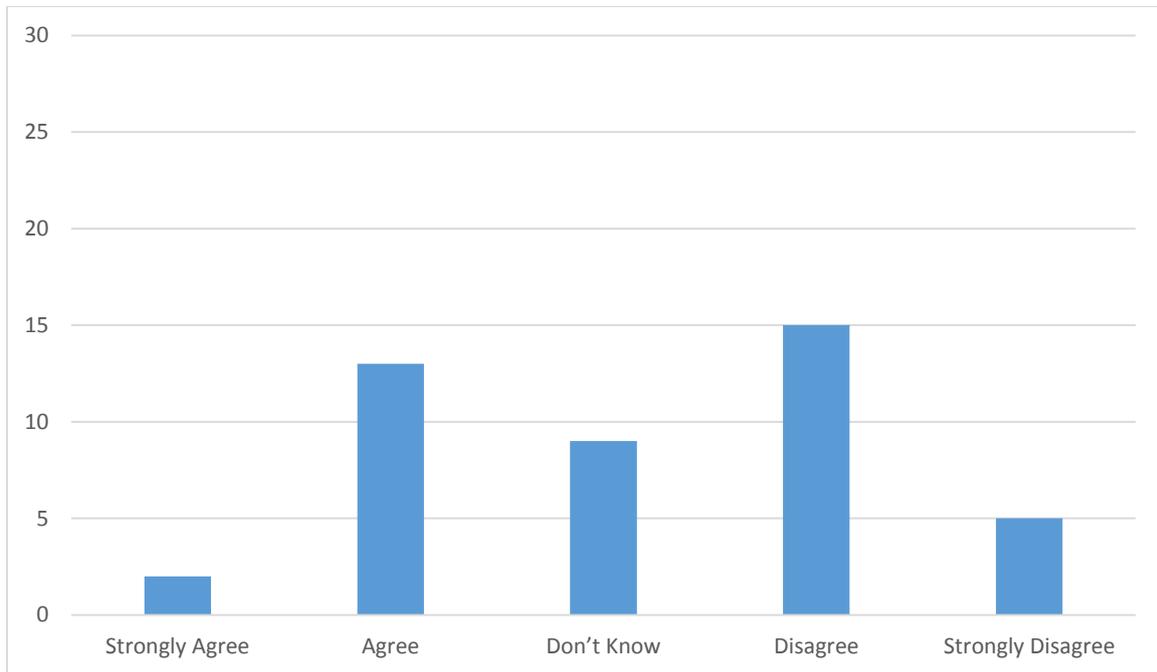
Fig. 12 – When an employee has left, you have felt like leaving too



The purpose of this question was to find out if the employees in Tesco felt that when an employee leaves, have they felt like leaving too. The most common answer was that 13(29.55%) of the respondents agree that when an employee leaves, they have felt like leaving too. The second most common answer chosen was that 11(25.00%) of the respondents strongly agree that when an employee leaves, they have felt like leaving too. The third most common answer was that 11(25.00%) of the respondents disagree that when an employee leaves, they have felt like leaving too. The fourth most common answer was that 8(18.18%) of the respondents don't know if they have felt like leaving when an employee has left. Lastly, 1(2.27%) of the respondents strongly disagree that when an employee leaves, they have felt like leaving too.

### **5.1.2.5 – When an employee has left, it has affected your work productivity**

**Fig. 13 – When an employee has left, it has affected your work productivity**



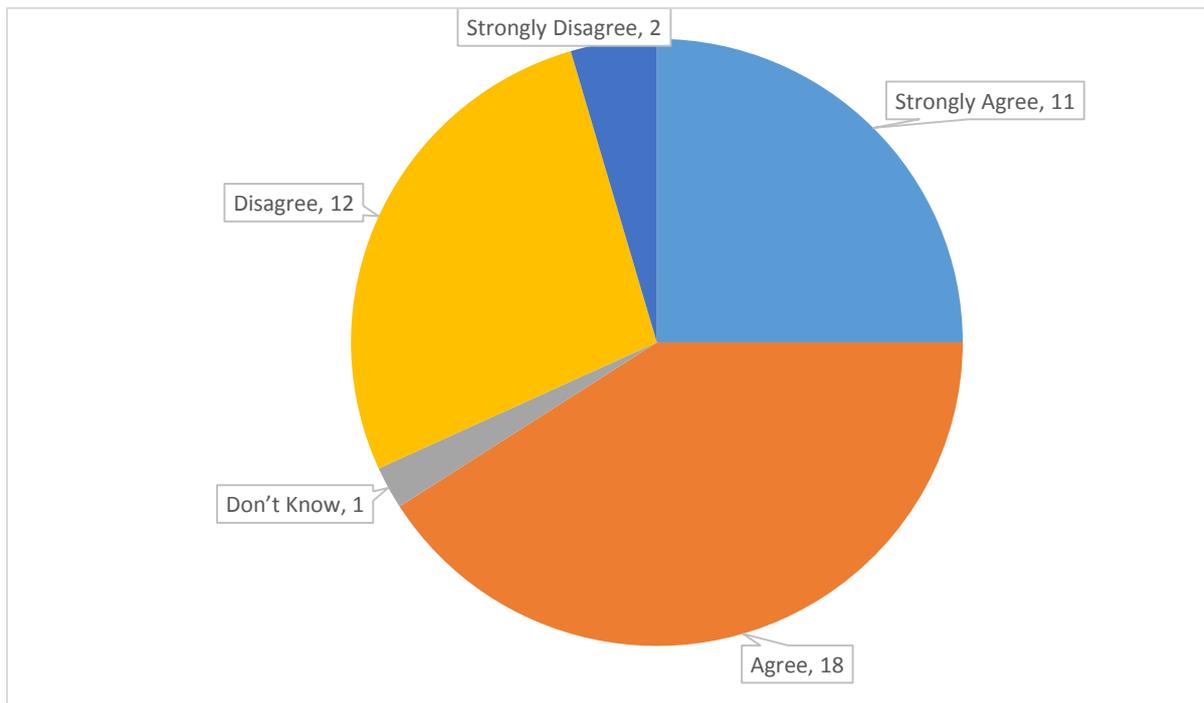
The purpose of this question was to find out if the employees in Tesco felt that when an employee leaves, has it affected their work productivity. The most common answer was that 15(34.09%) of the respondents disagree that when an employee leaves, it has affected their work productivity. The second most common answer chosen was that 13(29.55%) of the respondents agree that when an employee leaves, it has affected their work productivity. The third most common answer was that 9(20.45%) of the respondents don't know if their work productivity has been affected when an employee has left. The fourth most common answer was that 5(11.36%) of the respondents strongly disagree that when an employee leaves, it has affected their work productivity. Lastly, 2(4.55%) of the respondents strongly agree that when an employee leaves, it has affected their work productivity.

### **5.1.3 – Section 3 – Career Advancement**

This section of the questionnaire was used to help answer the sub question – ‘Do Tesco use career advancement as a tool to retain their employees?’ This was done through using a five point likert-style rating scale in which the participant gives their opinion on a statement ranging from strongly agree to strongly disagree.

#### **5.1.3.1 – Current job is challenging**

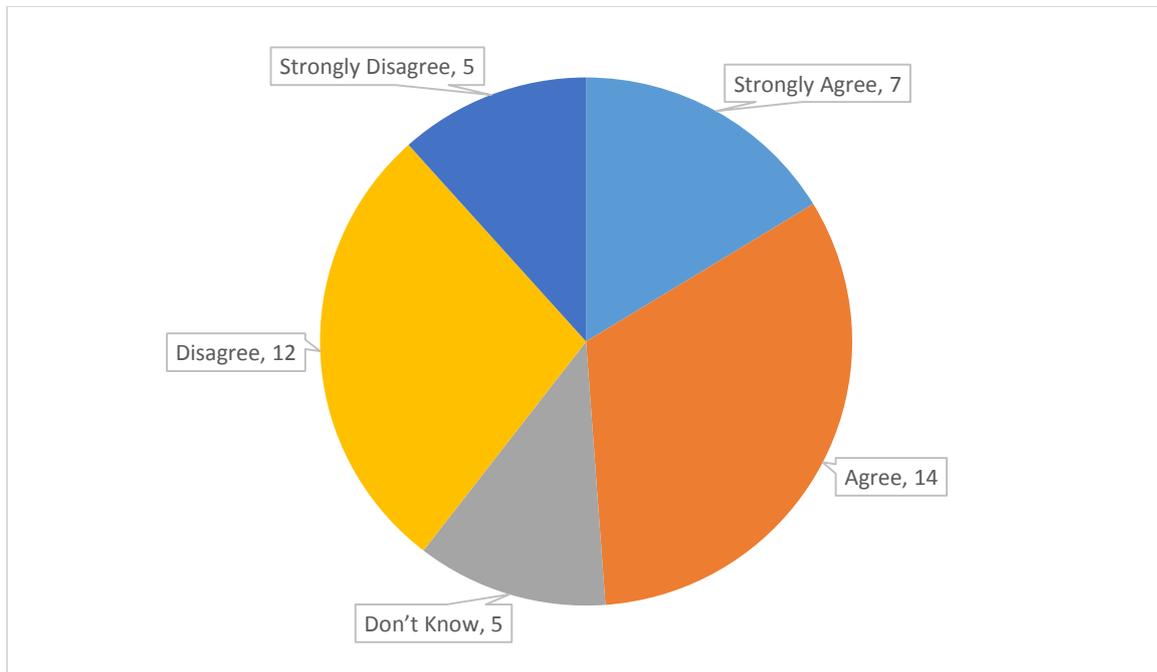
**Fig. 14 – Current job is challenging**



The purpose of this question was to find out if the employees in Tesco felt that their current job was challenging. The most common answer was that 18(40.91%) of the respondents agree that their current job is challenging. The second most common answer chosen was that 12(27.27%) of the respondents disagree that that their current job is challenging. The third most common answer was that 11(25.00%) of the respondents strongly agree that their current job is challenging. The fourth most common answer was that 2(4.55%) of the respondents strongly disagree that their current job is challenging. Lastly, 1(2.27%) of the respondents don't know if their current job is challenging.

### **5.1.3.2 – You are happy with your career advancement opportunities**

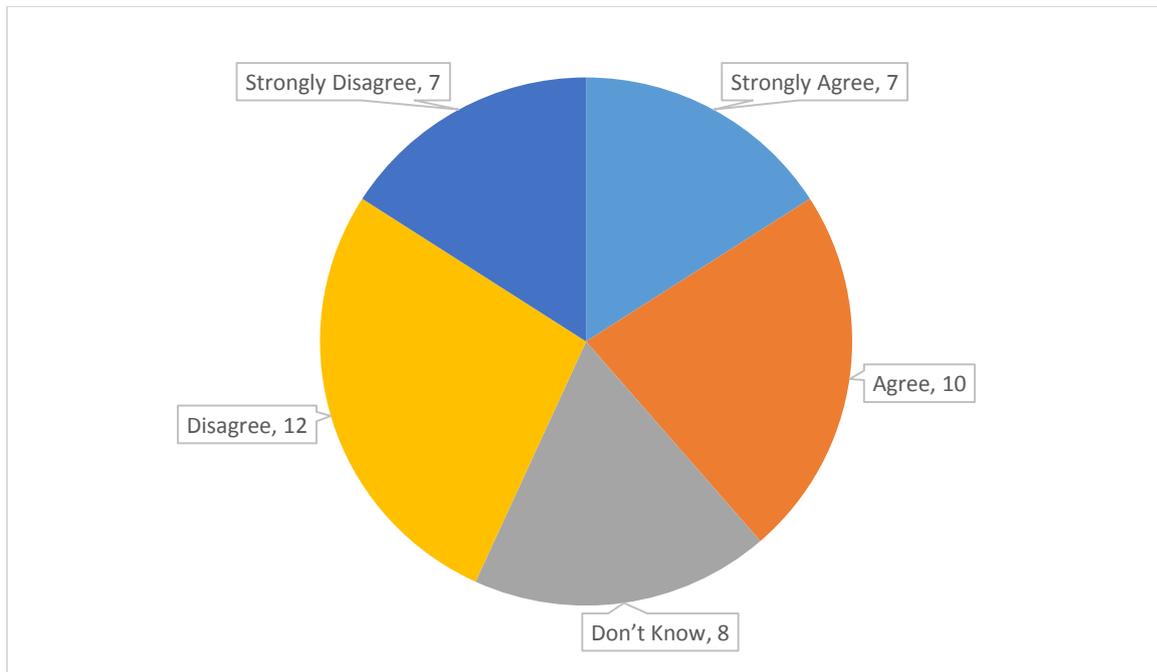
**Fig. 15 – You are happy with your career advancement opportunities**



The purpose of this question was to find out if the employees in Tesco were happy with their career advancement opportunities. The most common answer was that 14(32.56%) of the respondents agree that they are happy with their career advancement opportunities. The second most common answer chosen was that 12(27.91%) of the respondents disagree that they are happy with their career advancement opportunities. The third most common answer was that 7(16.28%) of the respondents strongly agree that they are happy with their career advancement opportunities. The fourth most common answer was equal with 5(11.63%) of the respondents strongly disagree that they are happy with their career advancement opportunities and 5(11.63%) of the respondents don't know if they were happy with their career advancement opportunities.

### **5.1.3.3 – Career advancement plays a part in your decision to stay in Tesco**

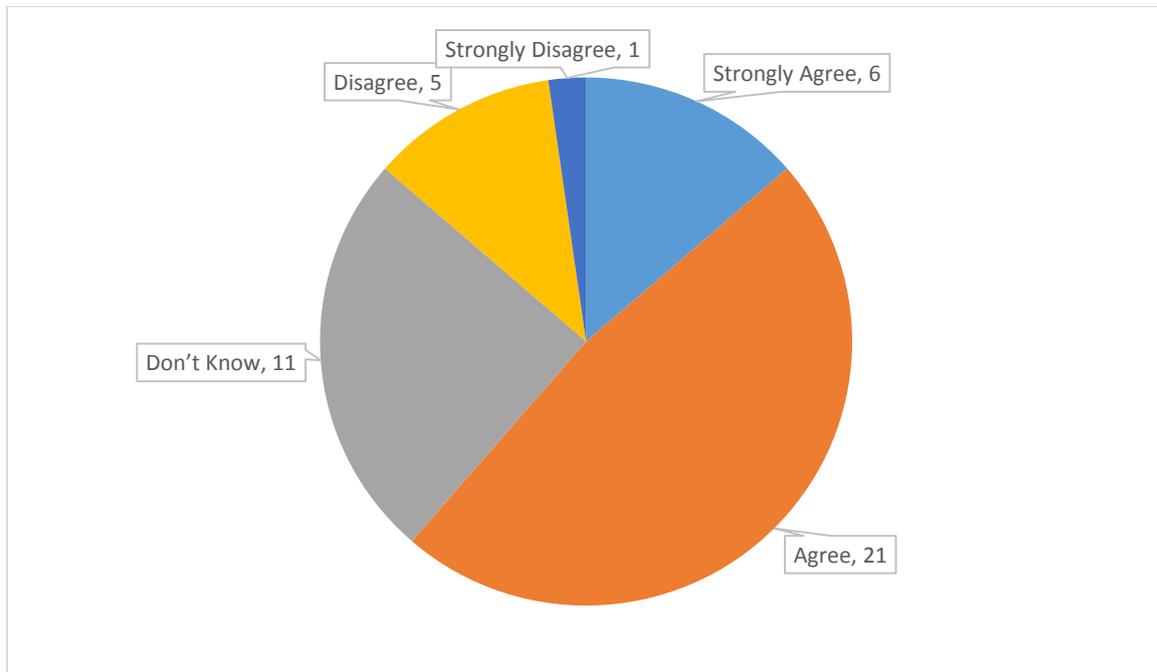
**Fig. 16 – Career advancement plays a part in your decision to stay in Tesco**



The purpose of this question was to find out if the employees in Tesco felt if career advancement plays a part in their decision to stay in the company. The most common answer was that 12(27.27%) of the respondents disagree that career advancement plays a part in their decision to stay in Tesco. The second most common answer chosen was that 10(22.73%) of the respondents agree that career advancement plays a part in their decision to stay in Tesco. The third most common answer was that 8(18.18%) of the respondents didn't know if career advancement plays a part in their decision to stay in Tesco. The fourth most common answer was equal with 7(15.91%) of the respondents strongly disagree that that career advancement plays a part in their decision to stay in Tesco and 7(15.91%) of the respondents strongly agree that career advancement plays a part in their decision to stay in Tesco.

### **5.1.3.4 – Promotion decisions are fair**

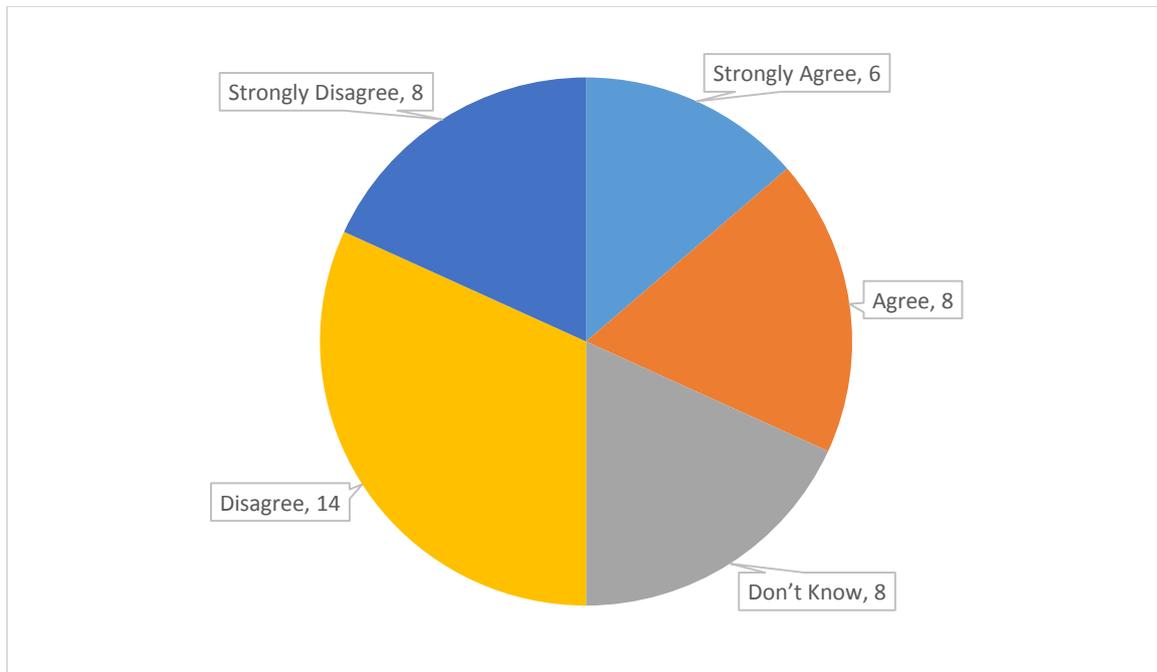
**Fig. 17 – Promotion decisions are fair**



The purpose of this question was to find out if the employees in Tesco felt promotion decisions were fair in the company. The most common answer was that 21(47.73%) of the respondents agree that promotion decisions in the company were fair. The second most common answer chosen was that 11(25.00%) of the respondents don't know if promotions in the company were fair. The third most common answer was that 6(13.64%) of the respondents strongly agree that promotion decisions in the company were fair. The fourth most common answer was that 5(11.36%) of the respondents disagree that promotion decisions in the company were fair. Lastly, 1(2.27%) of the respondents strongly disagree that promotion decisions in the company were fair.

### **5.1.3.5 – Training and development programs were available**

**Fig. 18 – Training and development programs were available**



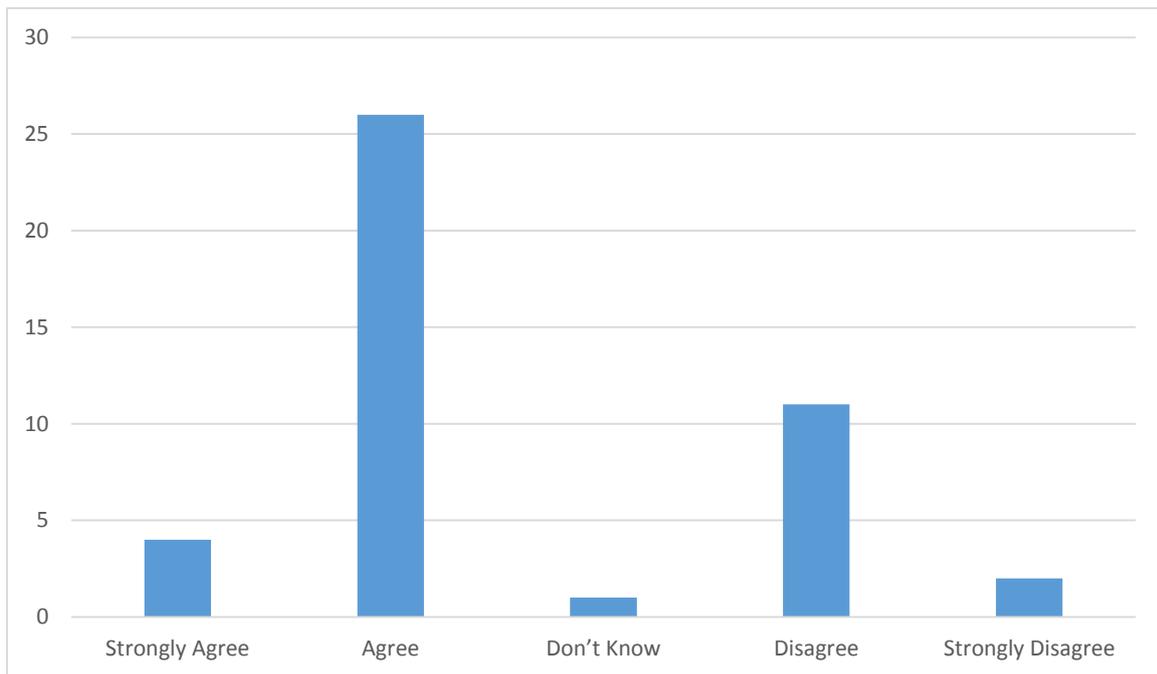
The purpose of this question was to find out if the employees in Tesco felt training and development programs were available in the company. The most common answer was that 14(31.82%) of the respondents disagree that training and development programs were available. The second most common answer chosen was equal with 8(18.18%) of the respondents choosing that they didn't know if training and development programs were available, 8(18.18%) of the respondents choosing that they agree that training and development programs were available and 8(18.18%) of the respondents choosing that they strongly disagree that training and development programs were available. Lastly, 6(13.64%) of the respondents strongly agree that training.

### **5.1.4 – Section 4 – Communication**

This section of the questionnaire was used to help answer the sub question – ‘Is there a sufficient level of communication provided by Tesco to its employees?’ This was done through using a five point likert-style rating scale in which the participant gives their opinion on a statement ranging from strongly agree to strongly disagree.

#### **5.1.4.1 – Your employer communicates well with you**

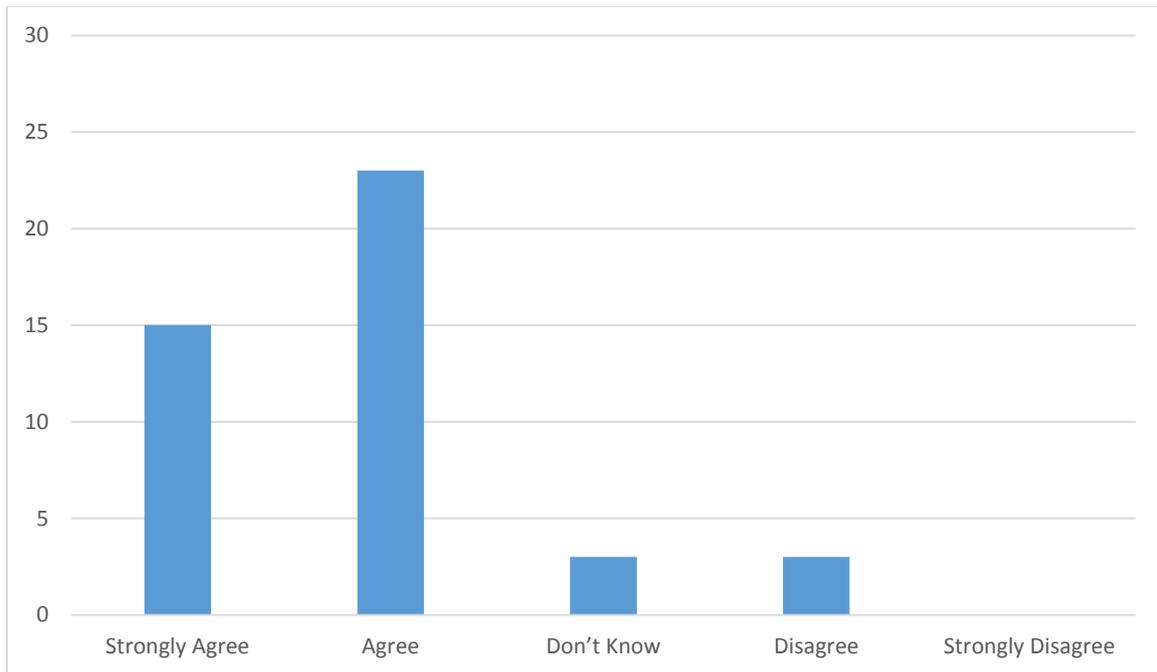
**Fig. 19 – Your employer communicates well with you**



The purpose of this question was to find out if the employees in Tesco felt that their employer communicated with them. The most common answer was that 26(59.09%) of the respondents agree that their employer communicates well with them. The second most common answer chosen was that 11 (25.00%) of the respondents disagree that their employer communicates well with them. The third most common answer was that 4(9.09%) of the respondents strongly agree that their employer communicates well with them. The fourth most common answer was that 2(4.55%) of the respondents strongly disagree that their employer communicates well with them. Lastly, 1(2.27%) of the respondents didn't know if their employer communicates well with them.

### **5.1.4.2 – You would trust an employer that communicates well with you**

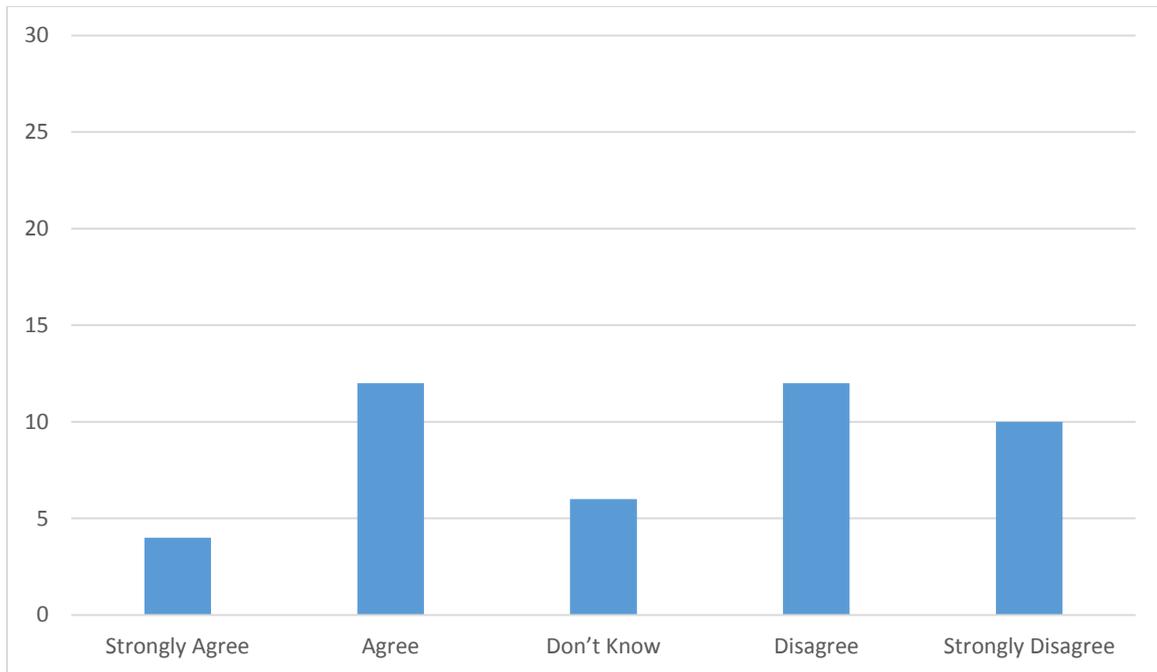
**Fig. 20 – You would trust an employer that communicates well with you**



The purpose of this question was to find out if the employees in Tesco felt that they would trust an employer that communicated well with them. The most common answer was that 23(52.27%) of the respondents agree that they would trust an employer that communicated well with them. The second most common answer chosen was that 15(34.09%) of the respondents strongly agree that they would trust an employer that communicated well with them. The third most common answer was equal with 3(6.82%) of the respondents choosing that they didn't know if they would trust an employer that communicated well with them and 3(6.82%) of the respondents disagree that they would trust an employer that communicated well with them. Lastly, 0 of the respondents strongly disagree that they would trust an employer that communicated well with them.

### **5.1.4.3 – Trust plays a part in your decision to stay in Tesco**

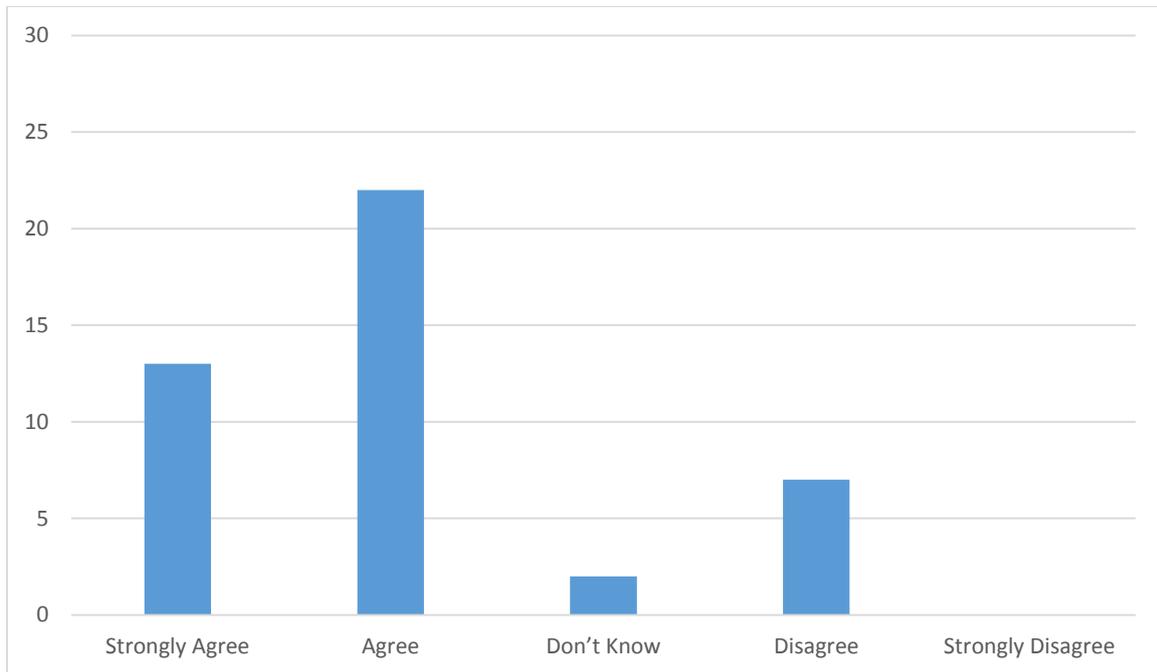
**Fig. 21 – Trust plays a part in your decision to stay in Tesco**



The purpose of this question was to find out if the employees in Tesco felt that trust played a part in their decision to stay in the company. The two common answers were that 12(27.27%) of the respondents agree that trust plays a part in their decision to stay in the company and 12(27.27%) of the respondents disagree that trust plays a part in their decision to stay in the company. The third most common answer chosen was that 10(22.73%) of the respondents strongly disagree that trust plays a part in their decision to stay in the company. The fourth most common answer was that 6(13.64%) of the respondents choose that they didn't know if trust plays a part in their decision to stay in the company. Lastly, 4(9.09%) of the respondents strongly agree that trust plays a part in their decision to stay in the company.

#### **5.1.4.4 – There is an open door policy within the company**

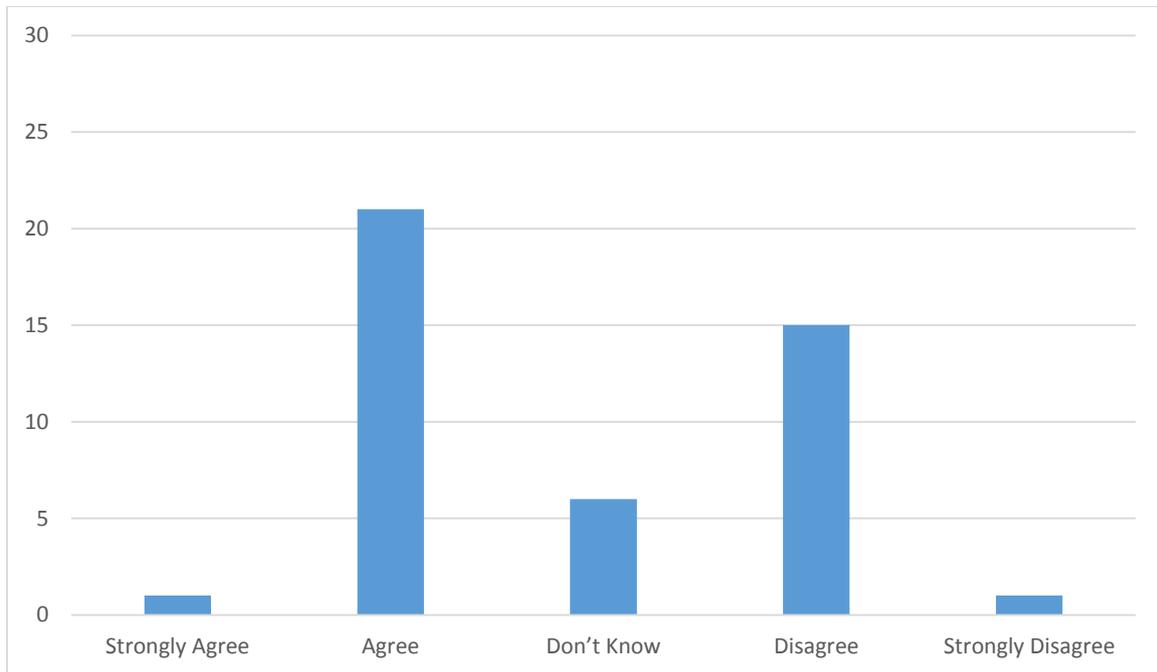
Fig. 22 – There is an open door policy within the company



The purpose of this question was to find out if the employees in Tesco felt that there was an open door policy within the company. The most common answer was that 22(50.00%) of the respondents agree that there is an open door policy within the company. The second most common answer chosen was that 13(29.55%) of the respondents strongly agree that there is an open door policy within the company. The third most common answer was that 7(15.91%) of the respondents disagree that there is an open door policy within the company. The fourth most common answer was that 2(4.55%) of the respondents didn't know if there is an open door policy within the company. Lastly, 0 of the respondents strongly disagree that there is an open door policy within the company.

#### **5.1.4.5 – There are small group meetings to provide information**

**Fig. 23 – There are small group meetings to provide information**



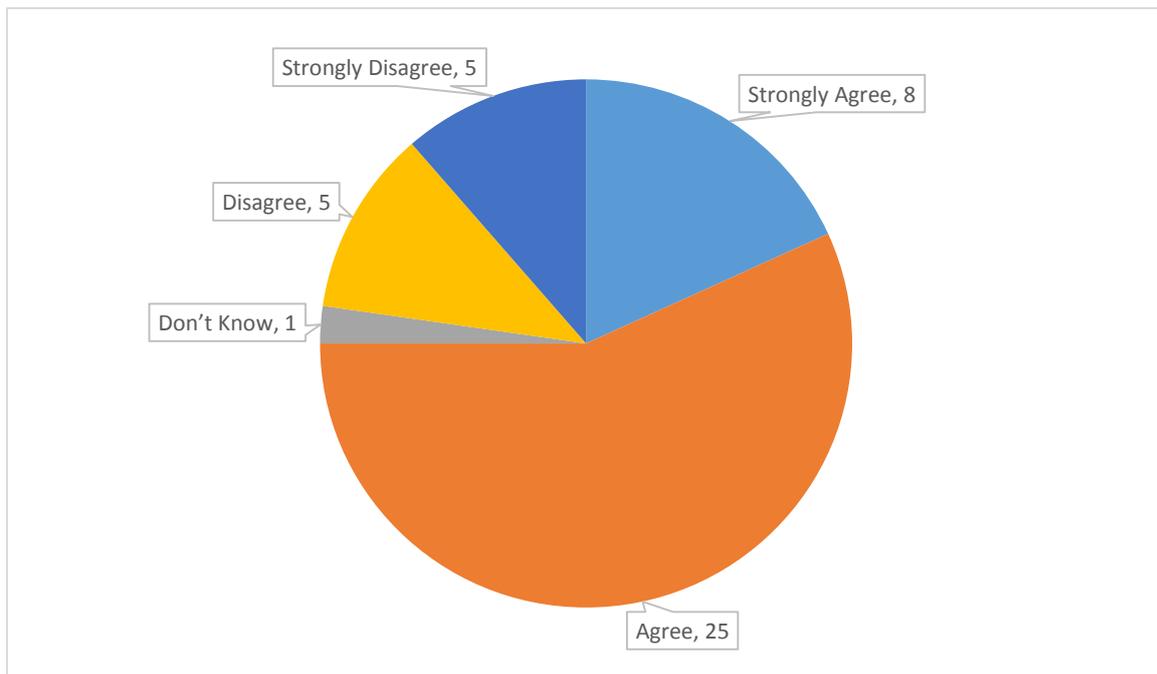
The purpose of this question was to find out if the employees in Tesco felt that there are small group meetings to provide information. The most common answer was that 21(47.73%) of the respondents agree that there are small group meetings to provide information. The second most common answer chosen was that 15(34.09%) of the respondents disagree that there are small group meetings to provide information. The third most common answer was that 6(13.64%) of the respondents didn't know there are small group meetings to provide information. The fourth most common answers were that 1(2.27%) of the respondents strongly agree that there are small group meetings to provide information and 1(2.27%) of the respondents strongly disagree that there are small group meetings to provide information.

### **5.1.5 – Section 5 – About your supervisor/manager**

This section of the questionnaire was used to help answer the sub question – ‘Is the relationships between employees and supervisors/managers positive?’ This was done through using a five point likert-style rating scale in which the participant gives their opinion on a statement ranging from strongly agree to strongly disagree.

#### **5.1.5.1– Good relationship with your supervisor/manager**

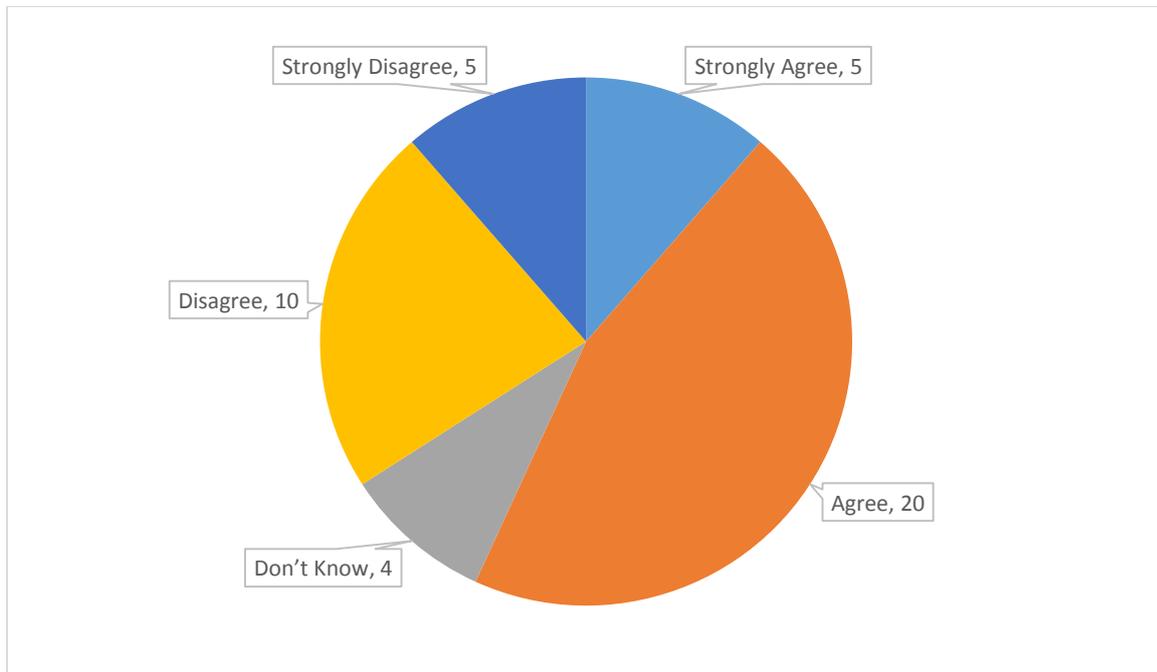
**Fig. 24 – Good relationship with your supervisor/manager**



The purpose of this question was to find out if the employees in Tesco felt that had a good relationship with their supervisor/manager. The most common answer was that 25(56.82%) of the respondents agree that they have a good relationship with their supervisor/manager. The second most common answer chosen was that 8(18.18%) of the respondents strongly agree that they have a good relationship with their supervisor/manager. The third most common answers were that 5(11.36%) of the respondents disagree that they have a good relationship with their supervisor/manager and 5(11.36%) of the respondents strongly disagree that they have a good relationship with their supervisor/manager. Lastly, 1(2.27%) of the respondents didn't know if they have a good relationship with their supervisor/manager.

### **5.1.5.2 – Gave good advice & instructions**

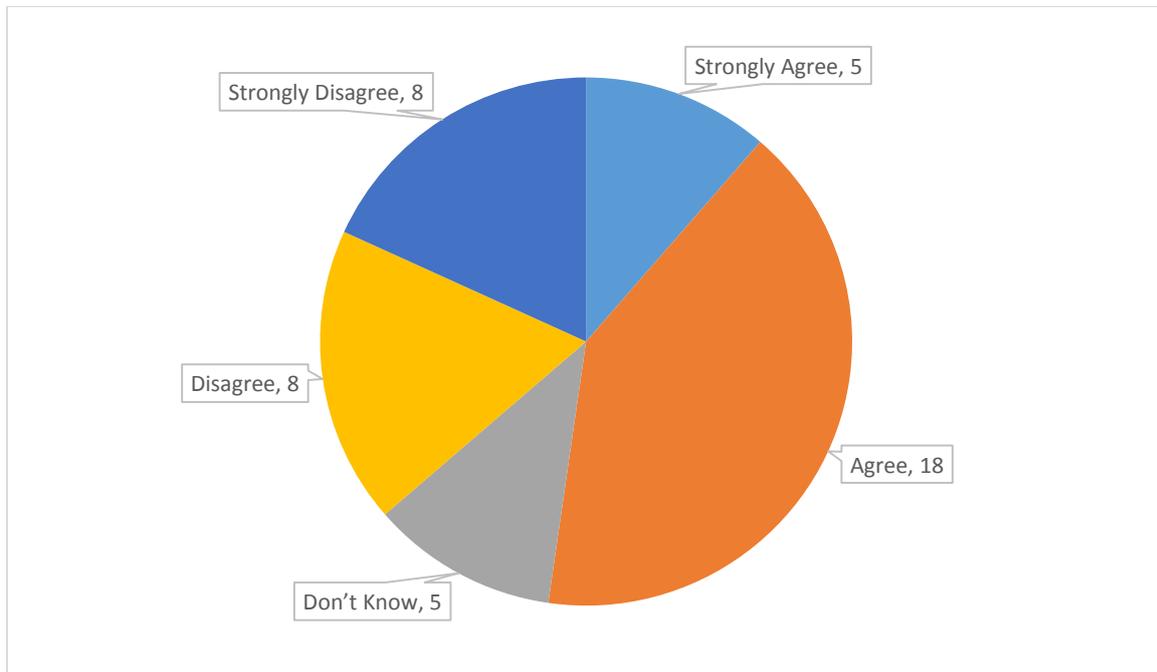
**Fig. 25 – Gave good advice & instructions**



The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager gave good advice and instructions. The most common answer was that 20(45.45%) of the respondents agree that their supervisor/manager gave good advice and instructions. The second most common answer chosen was that 10(22.73%) of the respondents disagree that their supervisor/manager gave good advice and instructions. The third most common answers were that 5(11.36%) of the respondents strongly agree that their supervisor/manager gave good advice and instructions and 5(11.36%) of the respondents strongly disagree that their supervisor/manager gave good advice and instructions. Lastly, 4(9.09%) of the respondents didn't know if their supervisor/manager gave good advice and instructions.

### **5.1.5.3 – Treated employees equally**

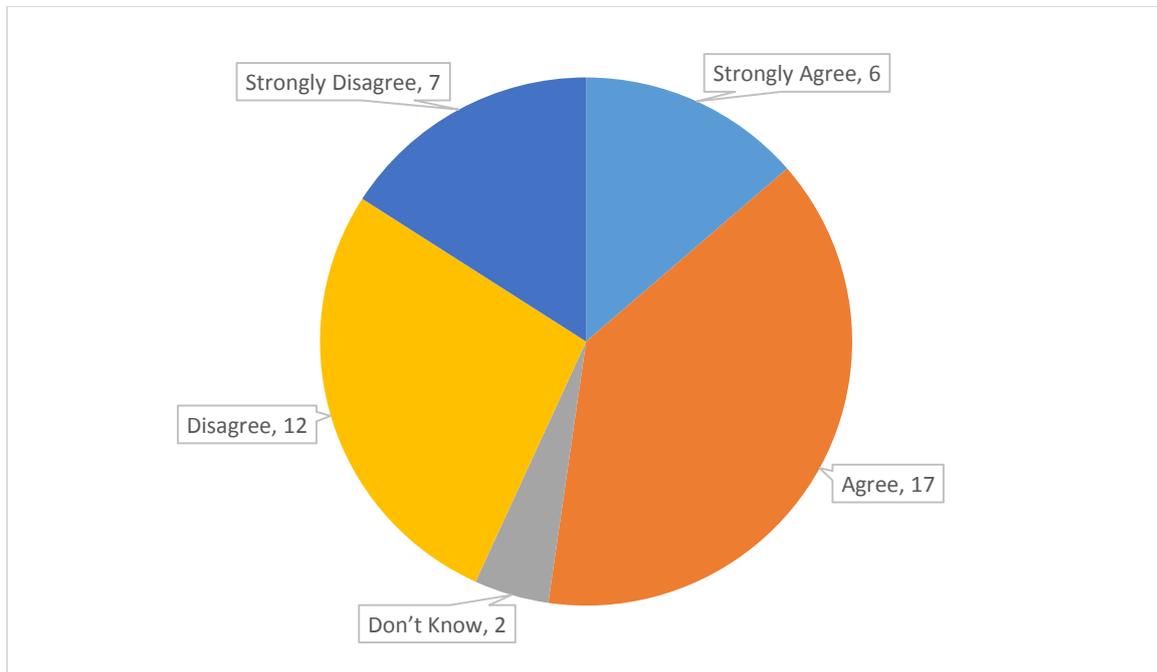
**Fig. 26 – Treated employees equally**



The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager treated employees equally. The most common answer was that 18 (40.91%) of the respondents agree that their supervisor/manager treated employees equally. The second most common answers chosen were that 8(18.18%) of the respondents disagree that their supervisor/manager treated employees equally and 8(18.18%) of the respondents strongly disagree that their supervisor/manager treated employees equally. The third most common answers were that 5(11.36%) of the respondents strongly agree that their supervisor/manager treated employees equally and 5(11.36%) of the respondents didn't know if their supervisor/manager treated employees equally.

### **5.1.5.4 – Acknowledged your efforts in work**

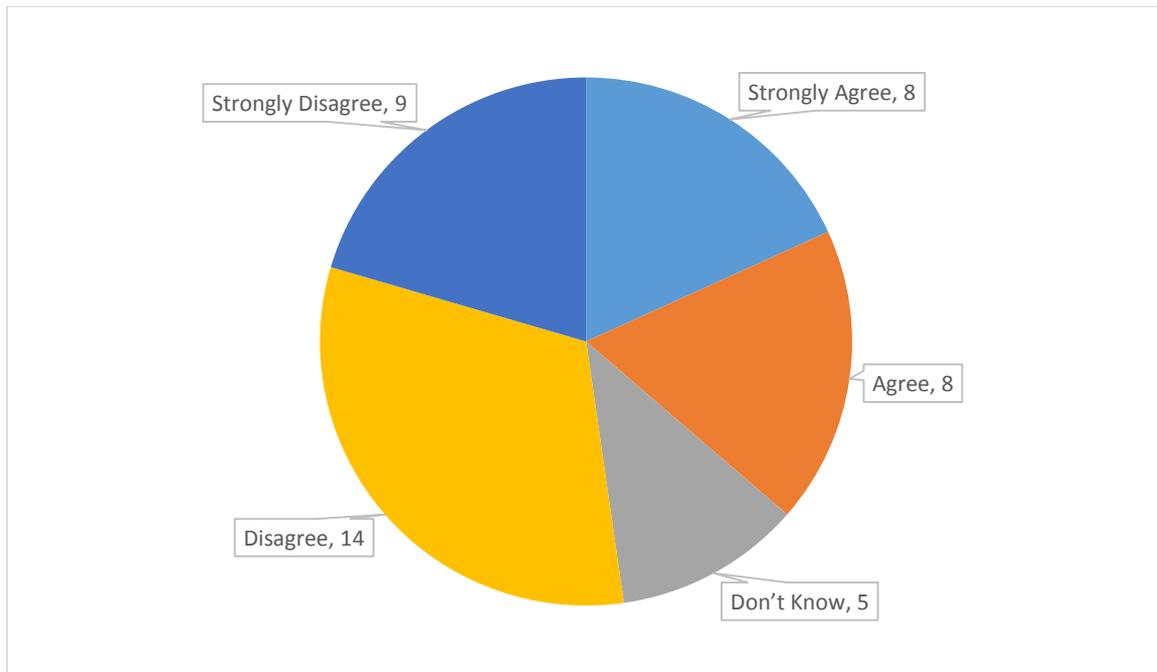
**Fig. 27 – Acknowledged your efforts in work**



The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager acknowledged their efforts in work. The most common answer was that 17(38.64%) of the respondents agree that their supervisor/manager acknowledged their efforts in work. The second most common answer chosen was that 12(27.27%) of the respondents disagree that their supervisor/manager acknowledged their efforts in work. The third most common answer was that 7(15.91%) of the respondents strongly disagree that their supervisor/manager acknowledged their efforts in work. The fourth most common answer was that 6(13.64%) of the respondents strongly agree that their supervisor/manager acknowledged their efforts in work. Lastly, 2(4.55%) of the respondents didn't know if their supervisor/manager acknowledged their efforts in work.

### **5.1.5.5 – Provided you with constructive feedback**

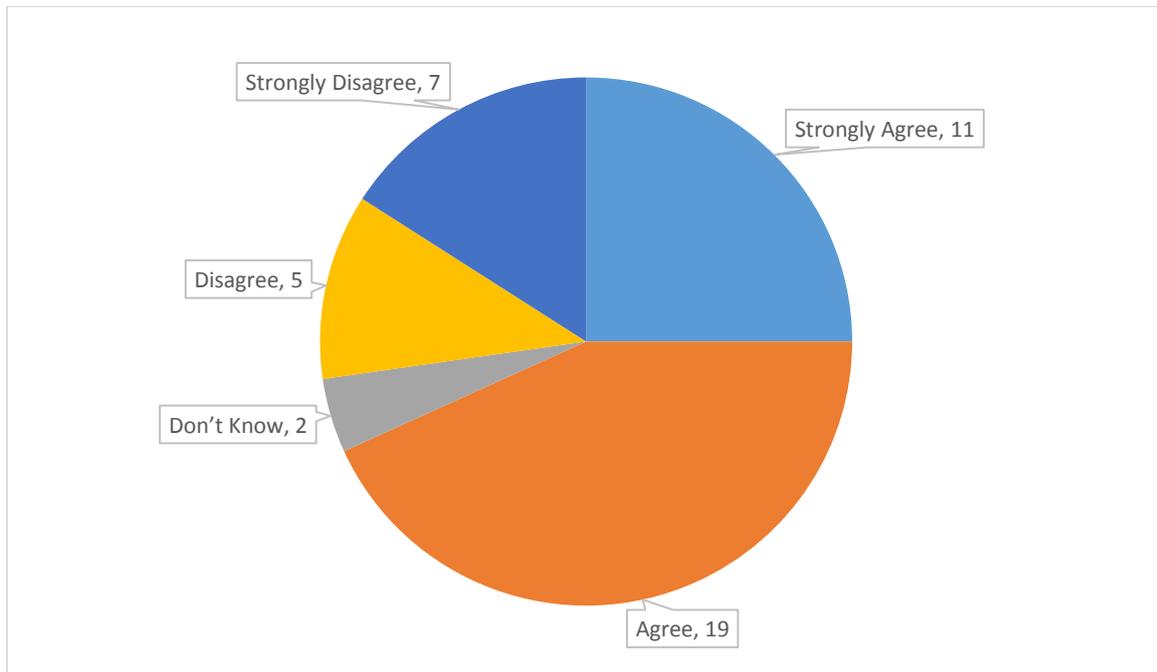
**Fig. 28 – Provided you with constructive feedback**



The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager provided them with constructive feedback. The most common answer was that 14(31.82%) of the respondents disagree that their supervisor/manager provided them with constructive feedback. The second most common answer chosen was that 9(20.45%) of the respondents strongly disagree that their supervisor/manager provided them with constructive feedback. The third most common answers were that 8(18.18%) of the respondents strongly agree that their supervisor/manager provided them with constructive feedback and 8(18.18%) of the respondents agree that their supervisor/manager provided them with constructive feedback. Lastly, 5(11.36%) of the respondents didn't know if their supervisor/manager provided them with constructive feedback.

### **5.1.5.6 – Relationship remained professional**

**Fig. 29 – Relationship remained professional**



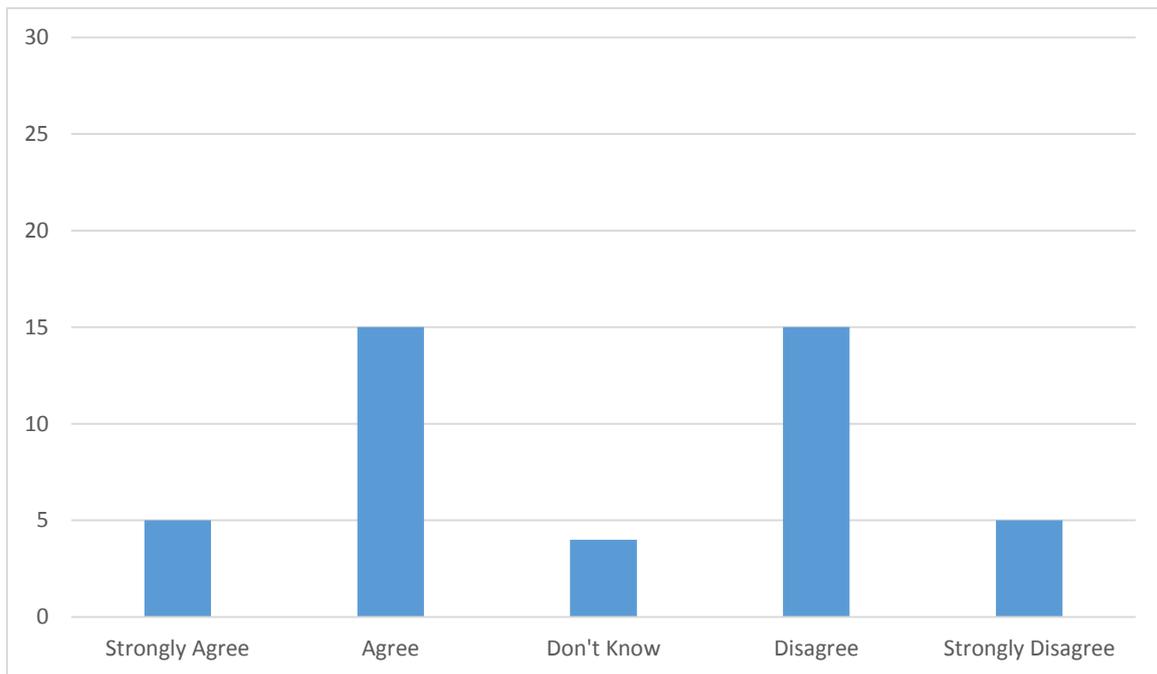
The purpose of this question was to find out if the employees in Tesco felt that their relationship with their supervisor/manager remained professional. The most common answer was that 19(43.18%) of the respondents agree that their relationship with their supervisor/manager remained professional. The second most common answer chosen was that 11(25.00%) of the respondents strongly agree that their relationship with their supervisor/manager remained professional. The third most common answer was that 7(15.91%) of the respondents strongly disagree that their relationship with their supervisor/manager remained professional. The fourth most common answer was that 5(11.36%) of the respondents disagree that their relationship with their supervisor/manager remained professional. Lastly, 2(4.55%) of the respondents didn't know if their relationship with their supervisor/manager remained professional.

### **5.1.6 – Section 6 – Workplace Stress**

This section of the questionnaire was used to help answer the sub question – ‘Is workplace stress an issue amongst the employees of Tesco?’ This was done through using a five point likert-style rating scale in which the participant gives their opinion on a statement ranging from strongly agree to strongly disagree.

#### **5.1.6.1 – Your current job is stressful**

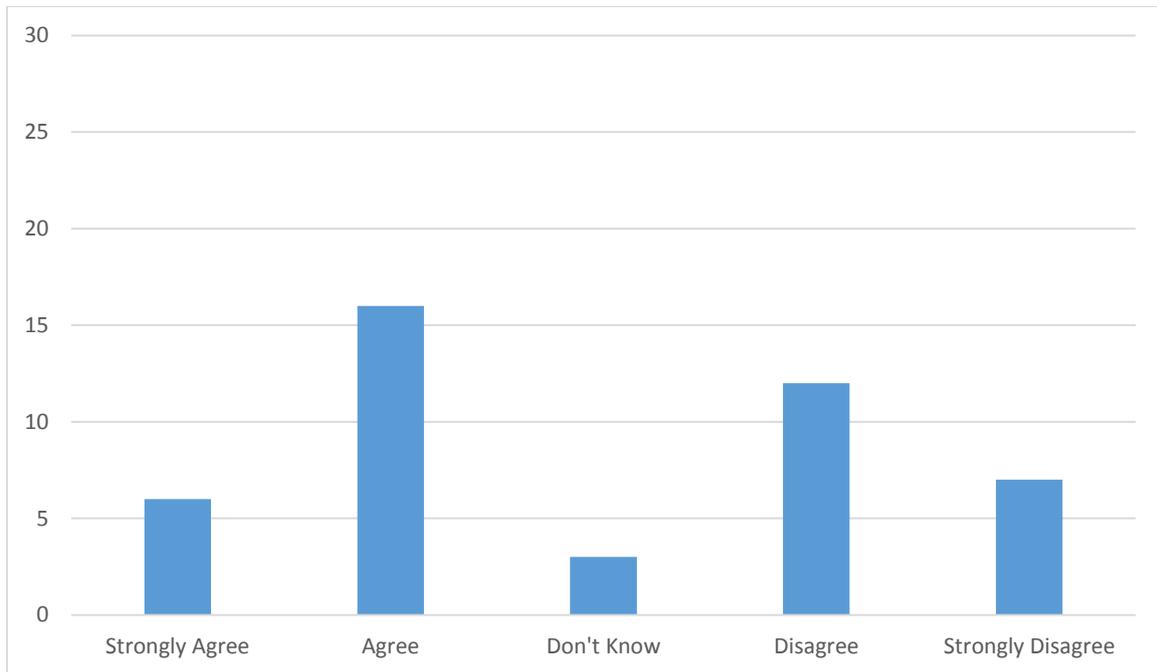
**Fig. 30 – Your current job is stressful**



The purpose of this question was to find out if the employees in Tesco felt if their current job was stressful. The most first common answers chosen were that 15(34.09%) of the respondents agree that their current job is stressful and 15(34.09%) disagree that their current job is stressful. The next most common answers chosen were that 5(11.36%) of the respondents strongly agree that their current job is stressful and 5(11.36%) of the respondents strongly disagree that their current job is stressful. Lastly, 4(9.09%) of the respondents didn't know if their current job is stressful.

### **5.1.6.2 – The working environment is positive**

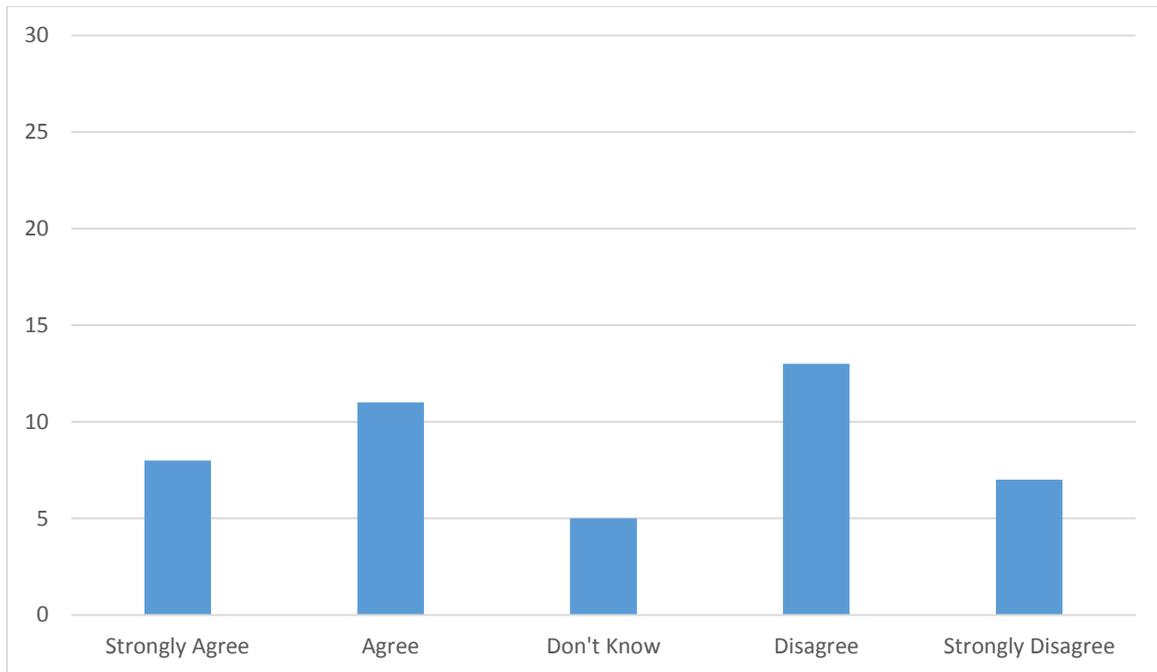
Fig. 31 – The working environment is positive



The purpose of this question was to find out if the employees in Tesco felt that the working environment was positive. The most common answer was that 16(36.36%) of the respondents agree that the working environment is positive. The second most common answer chosen was that 12(27.27%) of the respondents disagree that the working environment is positive. The third most common answer was that 7(15.91%) of the respondents strongly disagree that the working environment is positive. The fourth most common answer was that 6(13.64%) of the respondents strongly agree that the working environment is positive. Lastly, 3(6.82%) of the respondents didn't know if the working environment was positive.

### **5.1.6.3 – Workplace stress has made you consider looking for a new job**

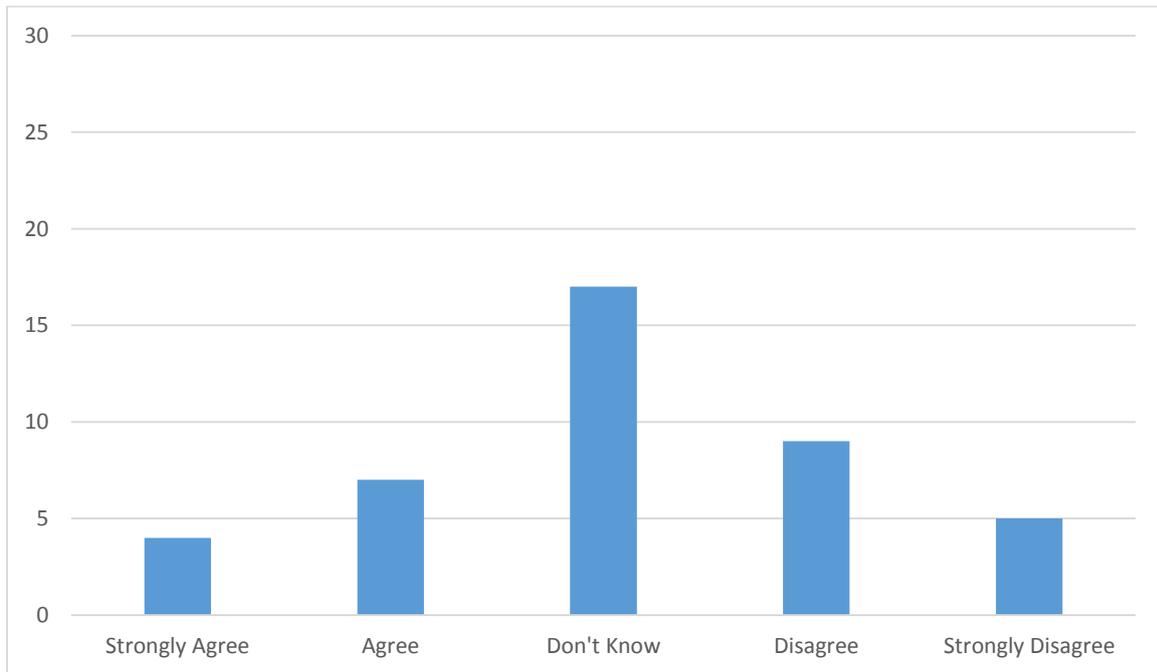
**Fig. 32 – Workplace stress has made you consider looking for a new job**



The purpose of this question was to find out if the employees in Tesco felt that workplace stress has made them to consider looking for a new job. The most common answer was that 13(29.55%) of the respondents disagree that workplace stress has made them to consider looking for a new job. The second most common answer chosen was that 11(25.00%) of the respondents agree that workplace stress has made them to consider looking for a new job. The third most common answer was that 8(18.18%) of the respondents strongly agree that workplace stress has made them to consider looking for a new job. The fourth most common answer was that 7(15.91%) of the respondents strongly disagree that workplace stress has made them to consider looking for a new job. Lastly, 5(11.36%) of the respondents didn't know if workplace stress has made them to consider looking for a new job.

#### **5.1.6.4 – You would turn down a new promotion or advancement due to potential workplace stress**

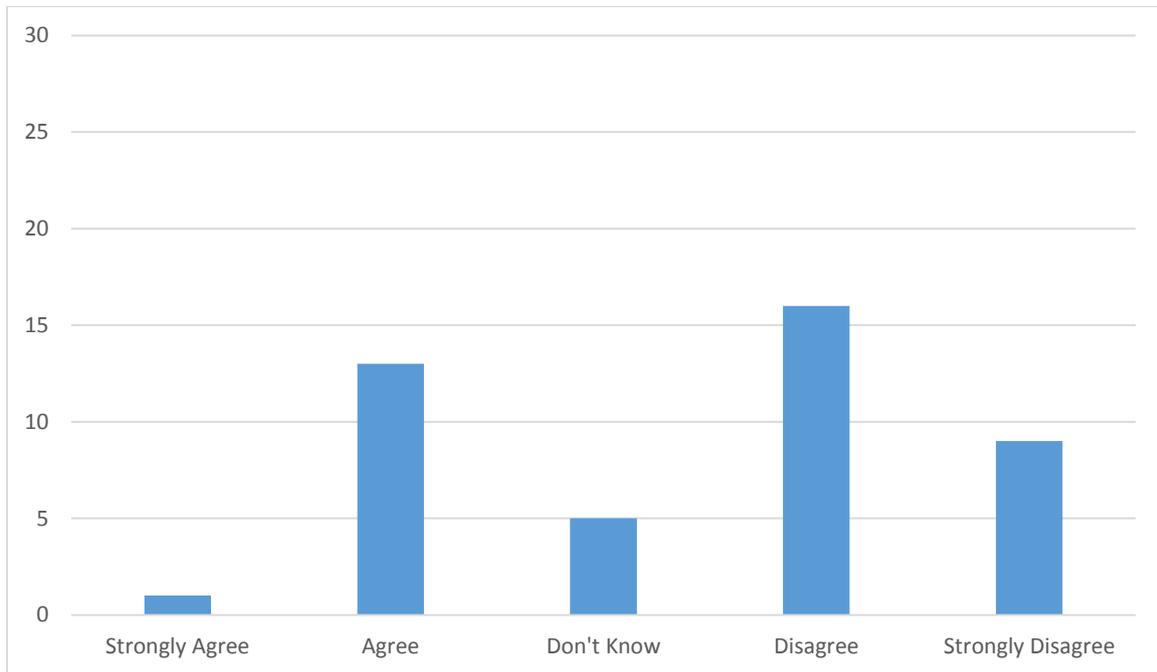
**Fig. 33 – You would turn down a new promotion or advancement due to potential workplace stress**



The purpose of this question was to find out if the employees in Tesco felt that they would turn down a new promotion or advancement due to potential workplace stress. The most common answer was that 17(38.64%) of the respondents didn't know if they would turn down a new promotion or advancement due to potential workplace stress. The second most common answer chosen was that 9(20.45%) of the respondents disagree that they would turn down a new promotion or advancement due to potential workplace stress. The third most common answers chosen were that 7(15.91%) of the respondents strongly disagree that they would turn down a new promotion or advancement due to potential workplace stress and 7(15.91%) of the respondents agree that they would turn down a new promotion or advancement due to potential workplace stress. Lastly, 4(9.09%) of the respondents strongly agree that they would turn down a new promotion or advancement due to potential workplace stress.

### **5.1.6.5 – Workplace stress affects your productivity**

Fig. 34 – Workplace stress affects your productivity



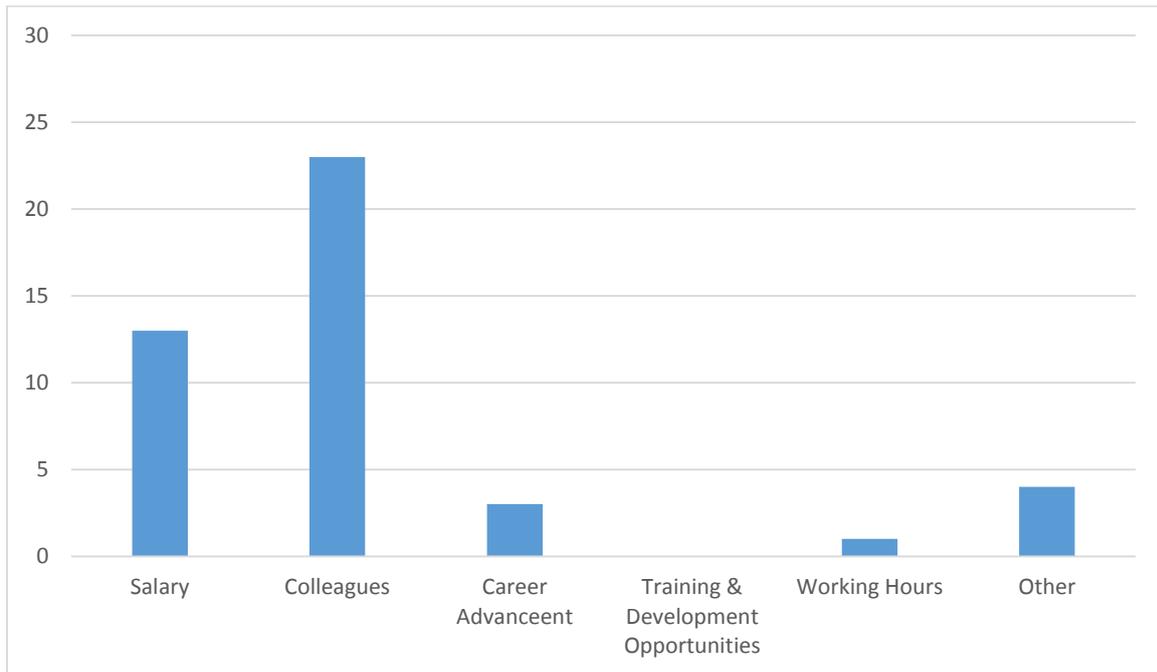
The purpose of this question was to find out if the employees in Tesco felt that workplace stress affected their productivity. The most common answer was that 16(36.36%) of the respondents disagree that workplace stress affected their productivity. The second most common answer chosen was that 13(29.55%) of the respondents agree that workplace stress affected their productivity. The third most common answer was that 9(20.45%) of the respondents strongly disagree that workplace stress affected their productivity. The fourth most common answer was that 11(11.36%) of the respondents didn't know if workplace stress affected their productivity. Lastly, 1(2.27%) of the respondents strongly agree that workplace stress affected their productivity.

### **5.1.7 – Section 7 – Positives and Negatives of Tesco**

The purpose of this final section was to find out what employees believed to be the most positive and negative aspect of their time in the company.

#### **5.1.7.1 - What was the most positive thing about working in Tesco?**

Fig. 35 - What was the most positive thing about working in Tesco?



#### **Other Comments:**

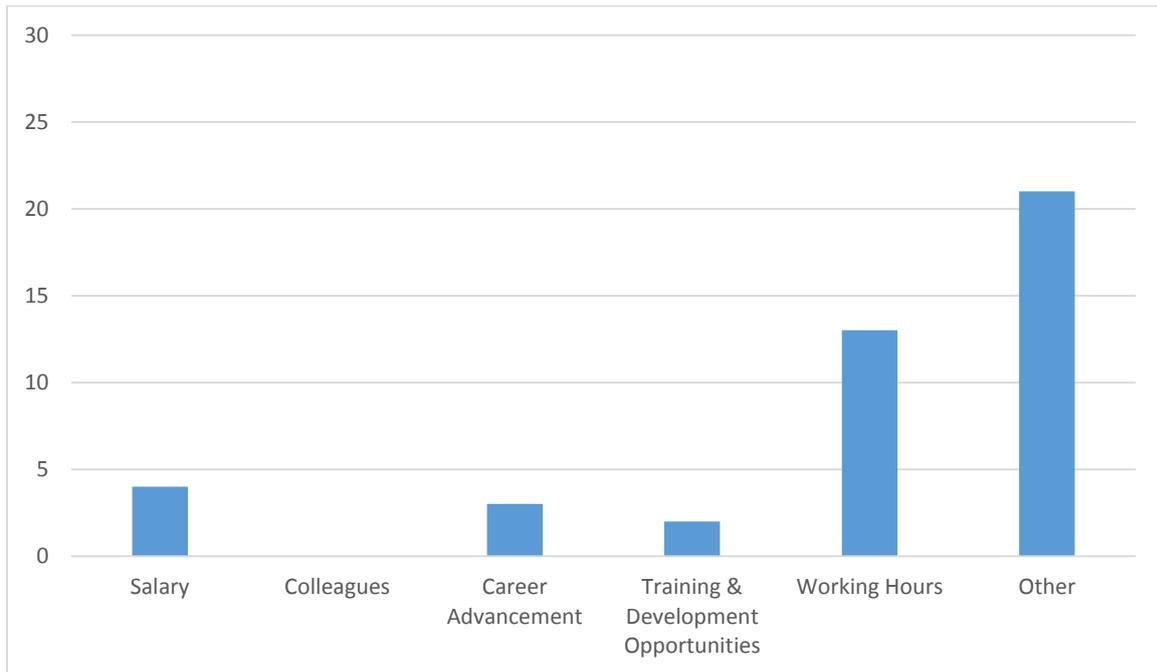
- Difficult to pick any
- Interacting with customers
- Staff discount
- Close to home

The purpose of this question was to find out what employees deemed the most positive aspect about working in Tesco. The most common answer was that 23(52.27%) of the respondents chose colleagues as the most positive aspect about working in Tesco. The second most common answer chosen was that 13(29.54%) of the respondents chose salary as the most positive aspect about working in Tesco. The third most common answer was that 3(6.81%) of the respondents chose career advancement as the most positive aspect about working in Tesco. The fourth most common answer was that 4(9.09%) of the respondents chose other (see comments below) as the most positive aspect about working

in Tesco. The fifth most common answer was that 1(2.27%) of the respondents chose working hours as the most positive aspect about working in Tesco. Lastly, 0 of the respondents chose training and development opportunities as the most positive aspect about working in Tesco.

**5.1.7.2 - What was the most negative thing about working in Tesco?**

Fig. 36 - What was the most negative thing about working in Tesco?



**Other Comments:**

- Management x 15
- Stress & pressure
- Customers x 2
- Staff not speaking English
- Workload wasn't evenly distributed
- Don't know
- Nothing

The purpose of this question was to find out what employees deemed the most negative aspect about working in Tesco. The most common answer was that 22(50.00%) of the respondents chose other (see comments below) as the most negative aspect about working in Tesco. The second most common answer chosen was that 13(29.54%) of the respondents

chose working hours as the most negative aspect about working in Tesco. The third most common answer was that 4(9.09%) of the respondents chose salary as the most negative aspect about working in Tesco. The fourth most common answer was that 3(6.81%) of the respondents chose career advancement as the most positive aspect about working in Tesco. The fifth most common answer was that 2(4.54%) of the respondents chose training and development opportunities as the most negative aspect about working in Tesco. Lastly, 0 of the respondents chose colleagues as the most negative aspect about working in Tesco. It should also be noted that 15 of the 22 respondents that chose the other option, chose management as the most negative aspect about working in Tesco.

## **5.2 – Qualitative Findings**

In this research the author decided to use the method of content analysis to analyse the data gathered from the structured interviews. According to Kolbe and Burnett (1991 cited in Sekaran and Bougie, 2010, pg. 385) content analysis is “*an observational research method that is used to systematically evaluate the symbolic contents of all forms of recorded communications*”.

### **5.2.1 - Section 1 – Effects of Turnover on Staff**

This section of the interview was used to help answer the sub question – ‘Does turnover affect morale and increase pressure on remaining employees’. This allowed the author to expand on the findings of the questionnaire and gather more insightful data. The full interview responses can be found in Appendix D.

#### **5.2.1.1 – When an employee leaves the store, does your workload increase while they find a replacement?**

The purpose of this question was to find out if the remaining employees in Tesco felt that if an employee leaves the company, does their workload increase. 6 out of 6 of the interviewees felt that their workload increased when an employee left. They believed this was because the employees that left weren’t replaced.

#### **5.2.1.2 – Does Tesco provide you with sufficient tools and resources for your job?**

The purpose of this question was to find out if the employees in Tesco felt that they had sufficient tools and resources for their jobs. 6 out of 6 of the interviewees felt that they had

sufficient tools for their job. 1 of these interviewees believed that the company prioritised which tools were needed first.

#### **5.2.1.3 – When an employee leaves the store, is morale in the workplace affected?**

The purpose of this question was to find out if the employees in Tesco felt that when an employee leaves, is workplace morale affected. 6 out of 6 of the interviewees felt that workplace morale is affected when an employee leaves the store. 4 of the interviewees believe this is because it's a colleague that they enjoyed working with, 1 of the interviewees believe this is because everyone is trying to get the extra work done and its draining, and 1 of the interviewees believe that you have to get on with your work regardless of the effects.

#### **5.2.1.4 – When an employee has left, have you ever felt like leaving too?**

The purpose of this question was to find out if the employees in Tesco felt that when an employee leaves, have they felt like leaving too. 3 out of 6 interviewees felt that they have felt like leaving when an employee has left. 2 of these interviewees believe this is because it is one of their close friends that left and 1 of these interviewees believe this is because they are expected to pick up the extra workload. The remaining 3 interviewees felt that haven't thought of leaving when an employee has left. All 3 of these employees believe that the job still has to be done.

#### **5.2.1.5 – When an employee has left, has it affected your work productivity?**

The purpose of this question was to find out if the employees in Tesco felt that when an employee leaves, has it affected their work productivity. 4 out of 6 interviewees felt that their work productivity has been affected when an employee leaves. All 4 of these interviewees believe that this was because more work needed to be done and not enough time to do it. 2 out of 6 interviewees felt that their work productivity wasn't affected when an employee had left. Both of these interviewees believe this was because they were kept busy and the work still had to be done.

### **5.2.2 - Section 2 – Career Advancement**

This section of the questionnaire was used to help answer the sub question – 'Do Tesco use career advancement as a tool to retain their employees'. This allowed the author to expand on the findings of the questionnaire and gather more insightful data.

#### **5.2.2.1 – How challenging is your current job?**

The purpose of this question was to find out if the employees in Tesco felt that their current job was challenging. 5 out of 6 interviewees felt that their current job was challenging. 3 of these interviewees believed this was because dealing with different people constantly is challenging. 2 of these interviewees believed this was because of the workload. The remaining interviewee felt that their current job wasn't challenging, believing that their job contained the perfect balance with enough to keep busy but never too busy.

#### **5.2.2.2 – Are you happy with the career advancement opportunities available to you?**

The purpose of this question was to find out if the employees in Tesco were happy with their career advancement opportunities. 5 out of 6 interviewees felt that happy with the career advancement opportunities available to them. 4 of these interviewees believed this was because there were various roles available and 1 of these interviewees believed that although they were happy, it didn't apply to them as they only see it as a job to get through college. The remaining interviewee felt that they weren't happy with the career advancement opportunities available because the opportunities are limited to manager courses.

#### **5.2.2.3 – Do chances of career advancement play a part in your decision to stay in Tesco?**

The purpose of this question was to find out if the employees in Tesco felt if career advancement plays a part in their decision to stay in the company. 5 out of 6 interviewees felt that career advancement played no part in their decision to stay in Tesco. 2 of these interviewees believe that this is because they are happy in their current position, 2 of these interviewees believe that this is because other priorities influence their decisions and 1 of these interviewees view the job as a means to pay college fees and having no interest in advancement. The remaining interviewee felt that career advancement plays a part in their decision to stay in Tesco because they feel that their hard work will eventually lead to advancement.

#### **5.2.2.4 – Are promotion decisions fair when they happen?**

The purpose of this question was to find out if the employees in Tesco felt promotion decisions were fair in the company. 6 out of 6 interviewees felt that promotion decisions in the company were fair. All 6 of the interviewees believed that those that work hard are rewarded and deserve it.

### **5.2.2.5 – Are training & development programs available to you?**

The purpose of this question was to find out if the employees in Tesco felt training and development programs were available in the company. 4 out of 6 interviewees felt that training and development programs were available to them. 2 of these interviewees believed that the options program was pretty accessible to develop into a manager and 2 of these interviewees believed that the training required for a specific section was available. 2 out of 6 interviewees felt that training and development programs weren't available to them. 1 of these interviewees believed you were thrown in at the deep end without proper training and 1 of these interviewees believed that you had to seek out these programs if you wanted to do them.

### **5.2.3 - Section 3 – Communication**

This section of the questionnaire was used to help answer the sub question – ‘Is there a sufficient level of communication provided by Tesco to its employees?’ This allowed the author to expand on the findings of the questionnaire and gather more insightful data.

#### **5.2.3.1 – Does your employer communicate well with you?**

The purpose of this question was to find out if the employees in Tesco felt that their employer communicated with them. 6 out of 6 of the interviewees felt that their employer communicated well with them. All 6 believed this to be because all information could be found on notices on the canteen noticeboard.

#### **5.2.3.2 – Would you trust an employer that communicates well with you?**

The purpose of this question was to find out if the employees in Tesco felt that would trust an employer that communicated well with them. 5 out of 6 interviewees felt that they would trust an employer that communicated well with them. 3 of these interviewees believed this to be because this allowed the chance of friendship and knowing your employer, 1 of these interviewees believed this to be because it provides good job security and 1 of these interviewees believed that you could only trust them to an extent. The remaining interviewee felt that they wouldn't trust an employer that communicated well with them because some management tend to look after themselves first and foremost.

#### **5.2.3.3 – Does trust play a part in your decision to stay in Tesco?**

The purpose of this question was to find out if the employees in Tesco felt that trust played a part in their decision to stay in the company. 6 out of 6 interviewees felt that trust played no

part in their decision to stay in Tesco. 4 of these interviewees believed this to be because other priorities played a bigger part in their decision to stay such as salary, 1 of these interviewees believed this to be because if another job was available tomorrow then they'd be gone and 1 of these interviewees believed this to be because trusting friendships can be made anywhere.

#### **5.2.3.4 – Is there an open door policy within the company?**

The purpose of this question was to find out if the employees in Tesco felt that there was an open door policy within the company. 6 out of 6 interviewees felt that there is an open door policy in Tesco. 5 of these interviewees believed this to be because the store managers door was always opened and employees were encouraged to come and talk and 1 of these interviewees believed that although there is an open door policy, sometimes there can be delays in getting to speak to a manager.

#### **5.2.3.5 – Do you have small group meetings to provide information to employees?**

The purpose of this question was to find out if the employees in Tesco felt that there are small group meetings to provide information. 4 out of 6 interviewees felt that there was small group meetings to provide information. 2 out of 6 interviewees felt that there wasn't small group meetings to provide information. 2 of these interviewees believed that it was more individual one to one meetings to provide information.

### **5.2.4 - Section 4 – Supervisor/Manager**

This section of the questionnaire was used to help answer the sub question – 'Is the relationships between employees and supervisors/managers positive?' This allowed the author to expand on the findings of the questionnaire and gather more insightful data.

#### **5.2.4.1 – Do you have a good relationship with your supervisor/manager?**

The purpose of this question was to find out if the employees in Tesco felt that had a good relationship with their supervisor/manager. 6 out of 6 interviewees felt that they had a good relationship with their supervisor/manager. 3 of these interviewees believe this is because some people just get on with others and some don't, 2 of these interviewees believe that this is because of regular interaction, and 1 believes it's because of their professional relationship.

#### **5.2.4.2 – Does your supervisor/manager give you good advice and instructions?**

The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager gave good advice and instructions. 6 out of 6 interviewees felt that their

supervisor or manager gave them good advice and instructions. All 6 of these interviewees believe that this because if you have any difficulties they will suggest some advice for e.g. how to deal with certain customers.

#### **5.2.4.3 – Does your supervisor/manager treat all employees equally?**

The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager treated employees equally. 5 out of 6 interviewees felt that their supervisor/manager treated all employees equally. 3 of these interviewees believe this because there is no evidence of favouritism in their section, 1 of these interviewees believe that although there may have been issues before, management put a stop to this behaviour and 1 of these interviewees believe that although employees are treated equally, employees with old contracts have more privileges. The remaining interviewee felt that their supervisor/manager didn't treat all employees equally and targeted those that couldn't stand up for themselves.

#### **5.2.4.4 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?**

The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager acknowledged their efforts in work. 6 out of 6 interviewees felt that their supervisor/manager acknowledged their efforts in work and all 6 of them believed that this was because they would receive even a simple 'good job'.

#### **5.2.4.5 – Does your supervisor/manager provide you with constructive feedback?**

The purpose of this question was to find out if the employees in Tesco felt that their supervisor/manager provided them with constructive feedback. 6 out of 6 interviewees felt that their supervisor/manager didn't provide them with constructive feedback. 3 of these interviewees believed that this was because they felt the feedback was just negative, 1 of these interviewees believed that this was because another supervisor had to provide different feedback, 1 of these interviewees believed that this was because feedback was focused on targets, rather than improving the individual and 1 of these interviewees believed that feedback in general was a big issue.

#### **5.2.4.6 – Do you have a professional relationship with your supervisor/manager?**

The purpose of this question was to find out if the employees in Tesco felt that their relationship with their supervisor/manager remained professional. 6 out of 6 interviewees felt they had a

professional relationship with their supervisor/manager. 4 of these interviewees believe that this was because they left their external friendships with their supervisor/manager outside the workplace, 1 of these interviewees believed this was because they didn't know their supervisor/manager before they worked there and 1 of these interviewees believed that this was because there was too many staff for there not to be a professional relationship.

### **5.2.5 - Section 5 – Workplace Stress**

This section of the questionnaire was used to help answer the sub question – 'Is workplace stress an issue amongst the employees of Tesco?' This allowed the author to expand on the findings of the questionnaire and gather more insightful data.

#### **5.2.5.1 – Is your current job stressful?**

The purpose of this question was to find out if the employees in Tesco felt if their current job was stressful. 5 out of 6 interviewees felt that their current job was stressful. 3 of these interviewees believed that this was because it can be very stressful dealing with customers and 2 of the interviewees believed that this was because of workload increases. The remaining interviewees felt that their current job wasn't stressful and believed this to be because they enjoy coming to work to see their colleges.

#### **5.2.5.2 – Is the working environment positive?**

The purpose of this question was to find out if the employees in Tesco felt that the working environment was positive. 5 out of 6 interviewees felt that the working environment was positive. 3 of these interviewees believed that this was because the staff in the company are close and 2 of these interviewees believed that this was because management encouraged positivity. The remaining interviewee felt that the working environment wasn't positive and believed that this was because no one liked working in his particular section.

#### **5.2.5.3 – Has workplace stress ever made you consider looking for a new job?**

The purpose of this question was to find out if the employees in Tesco felt that workplace stress has made them to consider looking for a new job. 4 out of 6 interviewees felt that workplace stress hasn't made them to consider looking for a new job. 3 of these interviewees believed that this was because there were good days and bad days and you just have to get on with the work and 1 of these interviewees believed this because they wouldn't get the same salary elsewhere.

2 out of 6 interviewees felt that workplace stress has made them to consider looking for a new job and believed this to be because of the increased workloads.

#### **5.2.5.4 – Would you turn down a new promotion or advancement due to potential workplace stress?**

The purpose of this question was to find out if the employees in Tesco felt that would turn down a new promotion or advancement due to potential workplace stress. 4 out of 6 interviewees felt that didn't know if they would turn down a new promotion or advancement due to potential workplace stress. 2 of these interviewees believed that this was because they never had to think about it because they were happy in their current position and 2 believe that it depends on the position. 2 out of 6 interviewees felt that they wouldn't turn down a new promotion or advancement due to potential workplace stress. 2 of these interviewees believed this to be because stress is expected as you adapt to a new position.

#### **5.2.5.5 – Has workplace stress ever affected your productivity?**

The purpose of this question was to find out if the employees in Tesco felt that workplace stress affected their productivity. 4 out of 6 interviewees felt that workplace stress hasn't affected their work productivity. 3 of these interviewees believed this to be because you just have to get on with your work and get it done and 1 of these interviewees believed that their workplace stress was kept to a minimum. 2 out of 6 interviewees felt that workplace stress has affected their work productivity believing them to feel like they don't want to be there.

### **5.2.6 - Section 6 – About Tesco**

The purpose of this final section was to found out what employees believed to be the most positive and negative aspect of their time in the company. This allowed the author to expand on the findings of the questionnaire and gather more insightful data

#### **5.2.6.1 – What is the most positive thing about working in Tesco?**

The purpose of this question was to find out what employees deemed the most positive aspect about working in Tesco. 4 out of 6 interviewees believed that salary was the most positive aspect about working in Tesco, 1 out of 6 interviewees believed that job security was the most positive aspect about working in Tesco and 1 out of 6 interviewees believed their colleagues was the most positive aspect about working in Tesco.

#### **5.2.6.2 – What is the most negative thing about working in Tesco?**

The purpose of this question was to find out what employees deemed the most negative aspect about working in Tesco. 3 out of 6 interviewees believed that working hours was the most negative aspect about working in Tesco, 2 out of 6 interviewees felt that management on their bad days was the most negative aspect about working in Tesco and 1 of the interviewees believed that working in the grocery section was the most negative aspect about working in Tesco.

## **6. Analysis and Discussion**

### **6.1 – Research Objectives**

The main aim of this research study was to explore the employee turnover and retention of front line employees in Tesco. The data required for this study was gathered through a questionnaire and interview which contained questions adapted from various findings and surveys. This aim was divided into five sub research questions to help the author gain an insight into employee turnover and retention in Tesco with the sections being the effects of turnover, career advancement, communication, manager/supervisor relationship and workplace stress.

### **6.2 – Effects of Turnover on Staff**

The second section of the survey was about the effects of turnover on staff. The author believed this would help him to gain the necessary data to answer the first sub research question – “Does turnover affect morale and increase pressure on remaining staff? Nikravin and Frauenheim (2014) believe that employee turnover can lead to side effects due to having employees carry out more work with the same resources and can lead to a lack of morale and the possibility of employees leaving to find a job with less demands.

The first question of this section on questionnaire stated, ‘*When an employee leaves, your workload increases*’. The aim of this question was to see how employees felt about their workload when an employee leaves. The results showed that the most dominant answer chosen was that 22(50%) of the respondents agree and 11(25%) of the respondents strongly agree resulting in a total result of 33(75%) respondents. This result shows that 75% of the respondents felt that their workload increased when an employee left. Interview results showed that employees believed this to be because employees weren’t replaced.

The second question of this section on the questionnaire stated, ‘*There was sufficient tools and resources for your job to meet the increased workload*’. The aim of this question was to see how employees felt about the tools and resources that they had at their disposal to carry out the increased workload. The results showed that the most dominant answer chosen was that 18(40.91%) of the respondents agree and 5(11.36%) of the respondents strongly agree resulting in a total result of 23(52.27%) respondents which was supported by the results from the interview which showed that all interviewees believed the company gave them the sufficient tools and resources. This was interesting as Nikravin and Frauenheim (2014) stated that having the same resources to carry out increased workloads resulted in side effects such as reduced

morale and increased pressure, however 52.27% of respondents felt that Tesco provided them with the necessary tools and resources for this increased workload.

The third question of this section on the questionnaire stated, '*When an employee leaves, workplace morale is affected*'. The aim of this question was to see if employees felt workplace morale was affected when a colleague left. The results showed that the most dominant answer chosen was that 23(52.27%) of the respondents agree and 13(29.55%) of the respondents strongly agree resulting in a total result of 36(81.82%) respondents. This result shows that 81.82% of the respondents believe that employee turnover has an effect on workplace morale therefore supporting Nikravin and Frauenheim's (2014) belief that employee turnover has an effect on employee morale. The interviews showed that 4 of the interviewees believed this to be because it was a colleague they enjoyed working with. This is understandable because every person has made a number of friends in work and obviously they would feel down.

The fourth question of this section on the questionnaire stated, '*When an employee has left, you have felt like leaving too*'. The aim of this question was to see if employees felt like leaving the company following the departure of a colleague. The results showed that the most dominant answer chosen was that 13(29.55%) of the respondents agree and 11(25%) of the respondents strongly agree resulting in a total result of 24(54.55%) respondents. This result shows that 54.55% of respondents have felt like leaving their jobs too following the departure of a colleague. Interview results show that they felt like leaving because if it was a close friend, and also sometimes the increase in workload from the employee leaving was too much. However what can be positively taken from the interview results is that 3 interviewees hadn't felt like leaving, feeling that the job still needed to be done.

The fifth question of this section on the questionnaire stated, '*When an employee has left, it has affected your productivity*'. The main aim of this question was to find out if employees felt that the departure of a colleague had an effect on their work productivity levels. The results showed that the most dominant answer chosen was that 15(34.09%) of the respondents disagree and 5(11.36%) of the respondents strongly disagree resulting in a total result of 20(45.45%) respondents. Although research carried out by the Loyalty Institute (cited in HR Magazine, 2001) found that the remaining employee's attitude towards the company can become negative, including a drop in productivity levels, 45.45% of the respondents felt that turnover didn't

affect their work productivity levels, This was further supported with two interviewees feeling that they were kept busy and still had to get the work done.

### **6.3 – Career Advancement**

The third section of the survey was about career advancement. The author believed this would help him to gain the necessary data to answer the second sub research question “*Do Tesco use career advancement as a tool to retain their employees?*” Werbel and Bedeian (1989) believe that employee career advancement opportunities made available for remaining staff can have a positive impact on an employee’s decision to stay in their jobs.

The first question of this section on questionnaire stated, ‘*Your current job is challenging*’. The aim of this question was solely to see if the employees felt their current job was challenging. If employees felt that their job was unchallenging, then it was unlikely that advancing in the company would appeal to them. The results show that the most dominant answer chosen was that 18(40.91%) of the respondents agree and 11(25%) of the respondents strongly agree resulting in a total result of 29(65.91%) respondents. This shows that 65.91% of the respondents feel that their current job is challenging. The reasons stated in the interview showed that this was due to the positive challenge of dealing with different people every day and the negative challenge of workload increasing. The challenge of dealing with people every day is part of the job, however the increase in workload is directly linked with employees leaving and not being replaced. If employees are not happy with their current jobs, then why would they even think about advancing in the company?

The second question of this section on the questionnaire stated, ‘*You are happy with your career advancement opportunities*’. The main aim of this question was to see how the employees felt regarding the career advancement opportunities that were available to them. The results showed that the most dominant answer chosen was that 14(32.56%) of the respondents agree and 7(16.28%) of the respondents strongly agree resulting in a total result of 21(48.84%) respondents. This result shows that 48.48% of the respondents are happy with their career advancement opportunities. These results are supported by the data from the interviews, which show that the interviewees were happy because of the various roles available to them. According to Werbel and Bedeian (1989) belief that career advancement opportunities can have a positive impact on an employee’s decision to stay in their jobs, so this is a positive result for the company in terms of retaining employees. However one result was interesting was that one interviewee felt happy about their opportunities, but they felt this didn’t apply to them as

they only see it as a job to get through college, which means they plan to leave when they're finish. Is this a possible avenue for Tesco to explore with making a concentrated effort on retaining students specifically?

The third question of this section of the questionnaire stated, '*Career advancement plays a part in your decision to stay in Tesco*'. The main aim of this question was to follow up the previous question and see if the employees felt that career advancement played a part in their decision to stay in the company. The results showed that the most dominant answer chosen was that 12(27.27%) of the respondents disagree and 7(15.91%) of the respondents strongly disagree resulting in a total result of 19(43.18%) respondents. This result shows that 43.18% of the respondents don't feel that career advancement plays a part in their decision to stay in Tesco. So although the majority of employees are happy with the opportunities available, the results show that the employees don't believe it is a key factor for them thus showing that Werbel and Bedeian's (1989) belief that career advancement opportunities can have a positive impact on an employee's decision to stay in their jobs isn't a factor in their decision to stay. However this doesn't mean this is negative to Tesco as the interview responses show that the reasons given for career advancement not playing a part in an employee's decision to stay are not of Tesco's doing. Employees feel that they have other priorities that rank higher than career advancement that they are happy in their current position so that career advancement plays no part in their decision to stay and that it is viewed as a means to pay college fees with no interest in advancement. This last reason also highlights the student aspect and automatically leads to other thoughts such as, 'if many students are employees of Tesco's, then would Tesco not make an effort to hold onto them'.

The fourth question of this section of the questionnaire stated, '*Promotion decisions are fair*'. The main aim of this question was to see how the employees felt regarding the decisions to promote staff. As career advancement is believed to have a positive impact, could this be hindered by the fairness of promotion decisions. The results show that the most dominant answer chosen was that 21(47.73%) of the respondents agree and 6(13.64%) of the respondents strongly agree resulting in a total result of 27(61.37%) respondents. The result shows that 61.37% of the employees believe promotion decisions to be fair and was supported by the interview responses with all interviewees believing that hard workers are rewarded and promotions are deserved. Messler (2004) believes that companies are more likely to look at promoting their own employees as it will increase the chances of retaining staff. As the majority

believe the decisions are fair, it shows that promotion decisions doesn't impact an employee's perception of career advancement.

The fifth question of this section of the questionnaire stated, '*Training and development programs were available*'. The main aim of this question was to see if employees felt that the training and development programs were available further their chances of career advancement. The results show that the most dominant answer chosen was that 14(31.82%) of the respondents disagree and 8(18.18%) of the respondents strongly disagree resulting in a total result of 22(50%) respondents. This result shows that 50% of the employees feel that training and development programs weren't available to further their chances of career advancement. Interview responses show that the main problem was that it was more the employee had to seek them out rather. This could be why so many of the questionnaire participants chose that they weren't available. According to Werbel and Bedeian (1989) making career advancement opportunities available and accessible, which also includes making training and development programs available, could make employees to decide not to leave, but this result suggests that the majority believe these programs aren't available.

#### **6.4 – Communication**

The fourth section of the questionnaire was about communication. The author believed this would help him gain the necessary data to answer the third sub research question "Is there a sufficient level of communication provided by Tesco to its employees?" A study by Insidedge (cited in Burton, 2006) found that 80% of workers believed communication from their employers played a big part in their decision to stay or go.

The first question of this section on the questionnaire states, '*Your employer communicates well with you*'. The aim of this question was to see how the employees felt with regards to how their employer communicated with them. The results show that the most dominant answer chosen was that 26(59.09%) of the respondents agree and 4(9.09%) of the respondents strongly agree resulting in a total result of 30(68.18%) respondents. The result shows that 68.18% of employees feel that their employers at Tesco communicate well with them and according to the findings from the study conducted by Insidedge (cited in Burton, 2006) communication is a key factor in whether an employee chose to stay or leave. The interview responses highlight how this can simply be achieved as all notices/information are placed on the noticeboard and are regularly updated.

The second question of this section on the questionnaire states, '*You would trust an employer that communicates well with you*'. The aim of this question was to see if the employees would trust an employer who communicated effectively with them. The results show that the most dominant answer chosen was that 23(52.27%) of the respondents agree and 15(34.09%) of the respondents strongly agree resulting in a total result of 38(86.36%) respondents. The result shows that 86.36 of employees would trust an employer that communicates well with them supporting the Insidedge (cited in Burton, 2006) findings that employees were more likely to trust employers that communicated well with them. The interview responses show the interviewees believe that trust can lead to friendship and increased job security.

The third question of this section on the questionnaire states, '*Trust plays a part in your decision to stay in Tesco*'. The aim of this question was too see if the employees felt that trust was a factor in their decisions to stay in the company. The results show that the most dominant answer chosen was that 12(27.27%) of the respondents disagree and 10(22.73%) of the respondents strongly disagree resulting in a total result of 22(50%) respondents. The result shows that 50% of employees don't feel that trusting their employer plays a part in their decision to stay in Tesco although Insidedge (2006 cited in Burton) found that employees were more likely to remain with employers they trusted. . The interview responses highlight that other priorities played a bigger part in their decisions to stay such as salary and colleagues and that trusting friendships can be formed anywhere.

The fourth question of this section on the questionnaire states, '*There is an open door policy within the company*'. The aim of this question was too see if the employees felt that they could come to management with any problems they had, without any difficulties. The results show that the most dominant answer chosen was that 22(50%) of the respondents agree and 13(29.55%) of the respondents strongly agree resulting in a total result of 35(79.55%) respondents. The result shows that 79.55% of employees feel that there is an open door policy. The interview responses showed that the store manager's door is always open. This is positive because if other lower supervisors/managers see this being practiced, then it will encourage them to practice this too. Although 1 of the interviewees believed there to be delays in getting to talk to a manager, this is to be expected due to the retail environment being busy, but the key is that the employee gets to speak eventually According to Burton (2006) an open door policy is seen as a key factor in building trust through communication so it's important not to forget that it is a two way process and allowing employees to communicate back is also a key factor.

The fifth question of this section on the questionnaire states, '*There are small group meetings to provide information*'. The aim of this question was to see if the employees felt that there were small meetings held to pass on information from the top of the management chain. The results show that the most dominant answer chosen was that 21(47.73%) of the respondents agree and 1(2.27%) of the respondents strongly agree resulting in a total result of 22(50%) respondents. The result shows that 50% of employees feel that there were small group meetings to provide information which is a positive sign as Burton (2006) believes small group meetings to be among the key factors of building trust through communication. The interview responses highlighted that it was the preferred choice of the supervisor that determined if the information was delivered in a small group meeting or on a one to one basis. This is acceptable because each supervisor will have their own way of going about their job. The key factor is that the information is passed on.

#### **6.5 – Manager/Supervisor Relationship**

The fifth section of the questionnaire was about the manager/supervisor relationship with the employees. The author believed this would help him gain the necessary data to answer the fourth sub research question "Is the relationships between employees and supervisors/managers positive" Buckingham (2000) believed that employees left their jobs due to those they worked under, rather than the actual company itself. The first question of this section on the questionnaire states, '*Good relationship with your supervisor/manager*'. The aim of this question was to see how the employees felt about the relationship they had with their supervisor/manager in the workplace. The results show that the most dominant answer chosen was that 25(56.82%) of the respondents agree and 8(18.18%) of the respondents strongly agree resulting in a total result of 33(75%) respondents. The result shows that 75% of the employees felt that they had a good relationship with their supervisor. Findings from Bevan's (1991 cited in Evans, 2001) survey discovered that a good relationship with the employee's supervisor/manager where part of what employees expected but didn't receive resulting in the employees' departure. The interview responses found that the interviewees believed that some people just get on with each other and some don't, which is perfectly understandable as were human beings. Regular interaction between the employee and the supervisor/manager was also believed to be a key in a good relationship. Although management

was found to be the most negative aspect of the company, interview responses showed this is to be due to management having a bad day, thus resulting in employees getting the backlash.

The second question of this section on the questionnaire states, '*Gave good advice and instructions*'. The aim of this question was to see how the employees felt about the advice and instructions that they received from their supervisor/manager. The results show that the most dominant answer chosen was that 20(45.45%) of the respondents agree and 5(11.36%) of the respondents strongly agree resulting in a total result of 25(56.81%) respondents. The result shows that 56.81% of employees feel that their supervisor/manager gave them good advice/instructions. The interview responses showed that all of the interviewees felt that their supervisor/manager gave good advice and instructions in situations such as dealing with difficult customers. Findings from Bevan's (1991 cited in Evans, 2001) survey discovered that good advice and instructions from the employee's supervisor/manager were part of what employees expected but didn't receive resulting in the employees' departure.

The third question of this section on the questionnaire states, '*treated employees equally*'. The aim of this question was to see how the employees felt whether their supervisor/manager treated all employees the same. The results show that the most dominant answer chosen was that 18(40.91%) of the respondents agree and 5(11.36%) of the respondents strongly agree resulting in a total result of 23(52.27%) respondents. The result shows that 52.27% of employees feel that their supervisor/manager treated all employees equally. The interview responses show that management have put a stop to favouritism and this has led to there being no evidence of favouritism in the workplace. Findings from Bevan's (1991 cited in Evans, 2001) survey discovered that equal treatment amongst all employees by the employee's supervisor/manager was part of what employees expected but didn't receive resulting in the employees' departure.

The fourth question of this section on the questionnaire states, '*Acknowledged your efforts in work*'. The aim of this question was to see if the employees felt that their supervisor/manager acknowledged their efforts in the workplace. The results show that the most dominant answer chosen was that 17(38.64%) of the respondents agree and 6(13.64%) of the respondents strongly agree resulting in a total result of 23(52.28%) respondents. The results show that 52.28% of front line Tesco employees feel that their supervisor/manager acknowledge their efforts in work. The responses from the interviews show that all interviewees agree that their supervisor/manager acknowledged their efforts in work, with even a small gesture such as

‘good job’. Findings from Bevan’s (1991 cited in Evans, 2001) survey discovered that a being acknowledged for your efforts by the employee’s supervisor/manager where part of what employees expected but didn’t receive resulting in the employee’s departure. This just shows that it can cost nothing to be nice and acknowledge your staff, however failure to acknowledge your staff could cost you much more and lead to an employee departure.

The fifth question of this section on the questionnaire states, ‘*Provided you with constructive feedback*’. The aim of this question was to see if the employees felt that their supervisor/manager gave them constructive feedback regarding their tasks in the workplace. The results show that the most dominant answer chosen was that 14(31.82%) of the respondents disagree and 9(20.45%) of the respondents strongly disagree resulting in a total result of 23(52.27%) respondents. The result shows that 52.27% of front line Tesco employees feel that receive constructive feedback from their supervisor/manager. The responses from the interviews suggest that this is an area that Tesco could be improved by Tesco. The reason given were that the feedback was mainly negative, focused on targets rather than individual improvement and in one case an employee had to get feedback from a different supervisor instead of their own, which suggests that feedback could be an issue in the company. Findings from Bevan’s (1991 cited in Evans, 2001) survey discovered that constructive feedback from the employees’ supervisor/manager was part of what employees’ expected but didn’t receive resulting in the employee’s departure.

The sixth question of this section on the questionnaire states, ‘*Relationship remained professional*’. The aim of this question was to see if the employees felt that their relationship with their supervisor/manager remained professional. The results show that the most dominant answer chosen was that 19(43.18%) of the respondents agree and 11(25%) of the respondents strongly agree resulting in a total result of 30(68.18%) respondents. The result shows that 68.18% of employees feel that their relationship with their supervisor/manager remained professional. The interview responses suggest that the professional relationship is due external friendships being left outside the workplace resulting in a professional relationship. Findings from Bevan’s (1991 cited in Evans, 2001) survey discovered that a professional relationship with the employee’s supervisor/manager was part of what employees expected but didn’t receive resulting in the employee’s departure.

## **6.6 – Workplace Stress**

The sixth section of the questionnaire was about workplace stress. The author believed this would help him gain the necessary data to answer the fifth sub research question “*Is workplace stress an issue amongst the employees of Tesco*” Blaug, Kenyon and Lekhi (2007) believed that workplace stress occurs when the resources and capabilities of the individual can’t match the demands of the job.

The first question of this section on the questionnaire states, ‘*Your current job is stressful*’. The aim of this question was to see if the employees felt that their current was too stressful. . The results show that this was equally split with 15(34.09%) of the respondents agreeing and 5(11.36%) of the respondents strongly agreeing, and 15(34.09%) of the respondents disagreeing and 5(11.36%) of the respondents strongly disagreeing resulting in a total result of 20(45.45%) respondents each. The result shows that 45.45% of front line Tesco employees feel that their current job is stressful. This is mirrored by 45.45% of front line Tesco employees also feeling that their current job isn’t stressful. This supports the findings of the Saratoga Institute (cited in Branham, 2012) that suggest 25-50% of all employees suffer some level of stress. The interview responses show that those who felt it was stressful did so because of dealing with customers, but this is a part of their job, and the increase in workload due to employees leaving. This last factor is not a common factor in an employee’s job and highlights that an increase in workload can be stressful. Another important thing to take note of was that the interviewee who felt his job wasn’t stressful suggested this was because of the colleagues they worked with.

The second question of this section on the questionnaire states, ‘*The working environment is positive*’. The aim of this question was to see how the employees felt about their workplace environment. The results show that the most dominant answer chosen was that 16(36.36%) of the respondents agree and 6(13.64%) of the respondents strongly agree resulting in a total result of 22(50%) respondents. This result shows that 50% of front line Tesco employees feel that the working environment in Tesco is positive. The interview responses suggest that the work environment is positive because of the closeness of the staff and that management encouraged positivity. This is a healthy sign with regards to increasing employee retention and reducing employee turnover as Mayer (2001) believes stress can be caused by a negative environment. What also be taken into account here is that the majority of employees in both the questionnaire and interviews believed their colleagues to be the most positive aspect of working in Tesco.

The third question of this section on the questionnaire states, '*Workplace stress has made you to consider looking for a new job*'. The aim of this question was to see if the employees have ever felt like looking for a new job due to workplace stress. The results show that the most dominant answer chosen was that 13(29.55%) of the respondents disagree and 7(15.91%) of the respondents strongly disagree resulting in a total result of 20(45.46%) respondents. The result shows that 45.46% of front line Tesco employees feel that workplace stress hasn't made them look for a job even though it was previously mentioned that the employees had reached a split decision on whether their current job was stressful. This is positive news for Tesco as the American Psychological Association (2007 cited in Avey et al, 2009) found that up to 52% of employees surveyed who had experienced what they believed to be workplace stress, had either looked for a new job or left. The interview responses suggest that employees accepted that there were good days and bad days, but you just had to get on with your job. Another reason was that the same salary wouldn't be found elsewhere, but that leads to the conflict of salary v stressful occupation, which in this case salary wins.

The fourth question of this section on the questionnaire states, '*You would turn down a new promotion or advancement due to potential workplace stresses*'. The aim of this question was to see if the employees felt that they would decline a new promotion or advancement over the potential stress that may come with the job. The results show that the most dominant answer chosen was that 17(38.64%) of the respondents didn't know if they would turn down a new promotion or advancement due to potential workplace stress. The result shows that 38.64% of front line Tesco employees didn't know if they would turn down a new promotion due to potential workplace stresses. This result may be linked to the previous result found in section 6.2 regarding career advancement playing a part. The don't know result could be a result of the employees not really thinking about potential workplace stresses as they don't really believe career advancement is a key factor in their decision to stay, thus the probability of them taking potential advancement or promotion opportunities is slim. The interview responses support this as they suggest that employees didn't know if they would turn it down because they never had to think about it because they were happy in their current position. Also further results in 6.3 showing that the majority of front line Tesco employees feeling that training and development program were not available could add to the uncertainty surrounding whether employees would turn down a new promotion or advancement due to potential stress as Mayer (2001) believes that workplace stress can occur for the employee who may not have access to adequate resources, in this case the training and development programs.

The fifth question of this section on the questionnaire states, '*Workplace stress affects your productivity*'. The aim of this question was to see if the employees felt that their work productivity was affected by workplace stress. The results show that the most dominant answer chosen was that 16(36.36%) of the respondents disagree and 9(20.45%) of the respondents strongly disagree resulting in a total result of 25(56.81%) respondents. The result shows that 56.81% of front line Tesco employees feel that workplace stress has never had an effect on their workplace productivity. The interview responses suggest that employees don't believe stress affects their productivity as they just get on with their jobs as the job still has to be done. This is further positive news for Tesco as findings by Saratoga Institute (cited in Branham, 2012) found workplace stress can have an effect on an employees work productivity and reduce their chances of staying with the company. This is supported by Blanchflower (2014) who also found that workplace can lead to lessened productivity and difficulty in retaining employees.

## **7 – Conclusion**

### **7.1 – Conclusion**

There is no doubt that the economy is recovering and with this recovery, issues that were believed buried are returning to provide employers with problems. Employee retention is now becoming a big problem again and employer's strategies that they have for dealing with turnover and retention will be tested once again. As Tesco are regarded to be amongst the retail giants, they need to ensure that their strategies are watertight and improved were need be. The author believes he has answered the sub research questions related to effects of employee turnover, career advancement, communication, supervisor/manager relationship and workplace stress which have contributed to the main aim of exploring employee turnover and retention amongst the front line employees of Tesco.

Turnover does have an effect employee morale and increase the pressure on the remaining staff. When an employee leaves, it involves a process, but it seems Tesco take their time with this process or simply ignore it altogether. This automatically leads to the workload being spread among the remaining staff and increases pressure. However while the process of replacement may be arduous, Tesco make a real attempt in ensuring that these remaining employees have the tools and resources that they need to complete their work. Due to the closeness of the staff in Tesco, it is clear why morale is affected when employee leaves, but this aspect is common place and can happen in a company with high or low turnover as it is a human emotion. As with morale being affected, the feeling of wanting to leave too can also be found in most companies, but what was found here also was that employees felt like that work had to be done regardless. Although as mentioned that increased workload leads to increased pressure, this has managed to keep employees busy enough that they can't afford to let employee departures affect their work productivity.

Tesco don't purposely use career advancement as a tool to retain their employers, however their actions are still resulting in positive effects. Majority of Tesco employees felt that their jobs were challenging. If these employees didn't feel challenged each day, they would become bored and probably look for a new job, let alone think of career advancement. The company provides various opportunities for career advancement which employees are happy to have but they seem more content with the roles they currently occupy and feel that other priorities are more important in their decision to stay in the company. Those that are interested in advancement can do so without worrying if the right people are going to be promoted as there

is zero tolerance to unfairness. Training and development programs were available but employees felt they were difficult to access as they had to go seek them out themselves.

There is a high level of clear and effective communication in Tesco. The company achieved this through a very simple but very effective method – the staff noticeboard. By ensuring that this was updated regularly, this meant that employees could be passed on the information that they needed. This result is positive for Tesco because the employees felt that they would trust an employer that communicated with them. To complete the communication process, Tesco provide an open door policy for employees to come and talk freely to the supervisors or store managers. Although passing information through the noticeboard, sometimes information needed to be reinforced and Tesco done this through the use of supervisors. Depending on the supervisor's style, this information was passed either through small group meetings or by one to one talks.

There is a positive relationship between employees and supervisors/managers in Tesco. As in most companies, there will always be some who don't get on with management and some that find this easy, this is basically human nature. In Tesco, this is the same as majority of employees feel that their relationship with their supervisor is positive. The supervisor/manager play an important role in dealing with employees and have a series of duties to compete. The supervisors/managers of Tesco gave employees good advice and instructions, treated employees equally, acknowledged employees efforts in work, and ensured that the relationship remain strictly professional. The one blemish on a clean sweep for supervisors/managers was on providing constructive feedback. It seems that the supervisors/managers didn't know how to give constructive feedback to the employees although there was an attempt at feedback which was negative.

Workplace stress is not a major issue amongst the employees of Tesco, but the small amount of stress that is there can be dealt with. At times all jobs can be stressful at times as seen by employees saying stress occurs from their duties, which is every day stress that can't be avoided, however it's the stress that can that isn't been dealt with and it relates back to the first research question of workload increasing when an employee leaves. The stress here is from the result of an increase in workload. However all aspects of stress in Tesco negated by what is seen as their most powerful tool, the relationship between colleagues. This relationship ensures that employees can deal with negativity the workplace throws at them including employees leaving. The company doesn't have to worry about the effects of stress making employees look

for other jobs or affecting work productivity. The lack of interest in career advancement means that the employees of Tesco haven't had to think about the issue of potential stress from advancement so this remains an area that could be looked into more.

As far as dealing with turnover and retaining employees, Tesco have looked to have the main areas covered with some minor aspects that need tweaking.

### **7.2 – Scope for Further Study**

As each workplace is unique, it would be quite interesting to conduct further studies into turnover and retention of front line employees in other Tesco stores and compare this information. From there, that would bring about the possibility of comparing Tesco's combined turnover and retention of front line employees with their rivals in the retail sector, which can show if Tesco have an advantage over their rivals.

## **8. Recommendations and Costing's**

First off, the increase in workload for the employees can prove to be a potential problem for Tesco and this should be remedied. If the company is planning to replace the employee that has left, they should have a potential replacement on hand to fill in the void. This can be done by having a list of potential employees cv's on file for times such as this. If the void can be filled quickly then the impact of the employee departure won't have an impact on other employee's workloads and decrease stress levels. This is the ideal recommendation for this issue, but the cost of finding and implementing the new employee added to the loss of money and time spent identifying, interviewing and training the employee that left can be quite expensive. A company can avoid some of this cost by deciding not to replace the employee therefore sharing the workload amongst the remaining employees. If Tesco were to do this, then they need to gradually increase the other employee's workload by bringing in employees from other sections to help out and slowly but surely reduce this help instead of just dumping the extra workload on employees which in turn will decrease stress levels.

Tesco should make a new drive with their training and development programs. As found, employees feel that they have to seek them out. Tesco can meet them half way and make it feel easier. As the noticeboard is the main focus of communication between Tesco and employee, the company can begin by hanging up lists for programs that become available. As the company already have the training and development programs in place, the cost of these programs will have already been accounted for in the yearly budget. The only other costs will be the paperwork (flyers and notices) which will be relatively cheap. The HR office can then schedule these programs and decide when they go on them, taking into account how many is needed to man the store. This can be further reinforced with flyers being issued as each employee uses the staff canteen.

It is clear that the supervisors/managers are lacking in the ability to provide constructive feedback. A cost effective measure would be to just organise a focus group between the supervisors/managers and discuss with them about constructive feedback such as what they think it is etc. On the other hand these supervisors can be sent on rotation on a training course to refresh their ideas regarding feedback and dealing with employees. As Tesco didn't anticipate this flaw in their supervisors, this supervisor program will be an added cost to the company. Although they may see this as a slight, you can remind them that management are the ones that are meant to project positivity.

One thing that became evident was that some employees are only using the job to pay for college. Tesco should be trying to encourage these students to stay and harnessing their potential because surely some of these students are studying subjects relating to areas such as Management, HR, Accounting, and I.T. So potentially, Tesco could potentially have students that would go on to be successful in big companies. So perhaps the company could start off with a small program that shows students that they can look beyond the supervisor/manager role and perhaps become a vital cog in the Tesco machine. This is another cost that Tesco wouldn't have anticipated but the potential of this idea is excellent. It can begin as a small project with a small number of students who could perhaps shadow certain employees of the Tesco company based on the students own fields. This will add an extra coat in losing employee hours for student employee.

Although there are costs with these recommendations, the author believes that Tesco can tighten up their already impressive employee retention strategy and improve unnecessary turnover and prove the costs to be a good investment for the future of the company compared with the costs of finding and replacing employees which can be expensive.

## **9 – Personal Learning Statement**

This research study was a case study of Tesco exploring turnover and retention. In the beginning, the author felt he wanted to do something related to turnover and retention. The author has been working in the retail industry for 9 years and almost immediately began noticing that staff came and went quite quickly during the time the author worked there. However throughout the process, the author learned to his surprise that there are many things that connect together and influence an employee's decision to leave or stay in an organisation.

The first challenge that faced the author was wondering how he would complete his thesis, having looked at various thesis in the library. However, through advice and determination, the pages began to build up and it was more a case of when will the author be finished the research study rather than how will the author finish the research study.

Throughout the research study, the author used a mixed methods approach to gather data. The quantitative data gathering went well, however because the author used a structured interview for the qualitative data gathering, the author felt that there could have been more information received if an unstructured interview had of been used.

Having completed the research study, the author felt another question could've been added asking what section did the employee work in as this focused on frontline employees as a whole. This would've allowed the author to analyse and compare the various sectors – tills, floor staff, customer service etc.

As the research study progressed, the author grew in confidence. At the beginning, the author was unsure with the referencing and linking paragraphs together but feels that this is an issue that has been slowly but surely improved on.

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## **11 – Appendix A – Questionnaire**

### **Section 1 - Demographics**

Q.1 – What is your gender?

Male

Female

Q.2 – What is your age?

18-24

25-34

35-44

45+

### **Section 2 – Effects of Employee Turnover**

Q.3 – When an employee leaves, your workload increases

Strongly Agree

Agree

Don't know

Disagree

Strongly Disagree

Q.4 – There was sufficient tools and resources for your job

Strongly Agree

Agree

Don't know

Disagree

Strongly Disagree

Q.5 – When an employee leaves, workplace morale is affected

Strongly Agree

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.6 – When an employee has left, it has affected your work productivity

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

**Section 3 – Career Advancement**

Q.7 – Current job is challenging

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.8 – You are happy with your career advancement opportunities

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.9 – Career advancement plays a part in your decision to stay in Tesco

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.10 – Promotion decisions are fair

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.11 – Training and development programs were available

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

**Section 4 – Communication**

Q.12 – Your employer communicates well with you

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.13 – You would trust an employer that communicates well with you

Strongly Agree     —

Agree               —

Don't know         —

Disagree           —

Strongly Disagree  —

Q.14 – Trust plays a decision in your decision to stay in Tesco

Strongly Agree     —

Agree               —

Don't know         —

Disagree           —

Strongly Disagree  —

Q.15 – There is an open door policy within Tesco

Strongly Agree     —

Agree               —

Don't know         —

Disagree           —

Strongly Disagree  —

Q.16 – There are small group meetings to provide information

Strongly Agree     —

Agree               —

Don't know         —

Disagree           —

Strongly Disagree  —

**Section 5 – About your supervisor/manager**

Q.17 – Good relationship with your supervisor/manager

Strongly Agree      —

Agree               —

Don't know       —

Disagree           —

Strongly Disagree   —

Q.18 – Gave good advice and instructions

Strongly Agree      —

Agree               —

Don't know       —

Disagree           —

Strongly Disagree   —

Q.19 – Treated employees equally

Strongly Agree      —

Agree               —

Don't know       —

Disagree           —

Strongly Disagree   —

Q.20 – Acknowledged your efforts in work

Strongly Agree      —

Agree               —

Don't know       —

Disagree           —

Strongly Disagree —

Q.21 – Provided you with constructive feedback

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.22 – Relationship remained professional

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

**Section 6 – Workplace Stress**

Q.23 – Your current job is stressful

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.24 – The working environment is positive

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.25 – Workplace stress has made you consider looking for another job

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.26 – You would turn down a new promotion or advancement due to potential workplace stress

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

Q.27 – Workplace stress affects your productivity

Strongly Agree —

Agree —

Don't know —

Disagree —

Strongly Disagree —

**Section 7 – Positives and Negatives of Tesco**

Q.28 – What was the most positive thing about working in Tesco?

Salary —

Colleague's —

Career Advancement —

Training & Development —

Working Hours —

Other (Please Specify) —

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Q.29 – what was the most negative thing about working in Tesco?

Salary —

Colleague's —

Career Advancement —

Training & Development —

Working Hours —

Other (Please Specify) —

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## Appendix B – Interview Consent Form

### **Purpose of the study**

My name is Michael Walsh and I am currently undertaking a level 9 Masters in Human Resource Management in National College of Ireland. As part of my requirement to complete the degree, I have to carry out a research study on a chosen topic – Employee Turnover & Retention. The main aim of this study will be to analyse the issue of employee turnover & retention in the Irish retail sector, using Tesco Ireland as the context, and discover whether Tesco have sufficient retention policies that allow them to retain their top performers. There will be an interview that will take no longer than 20-30 minutes consisting of questions relating to the areas above.

### **Eligible Interviewees**

You have been asked to take part in the research study because as an employee of Tesco Ireland, I feel it will allow the opportunity to ask the right people specific questions which will allow me to gain the necessary data that will aid me in the completion of my study.

Please be aware that this is **strictly voluntary** and you do not have to participate if you don't want to.

Should you choose to be involved in the research study, it will be strictly anonymous and your identity will not feature in any aspect of the dissertation. Due to this, I believe there will not be any negative consequences relating to your involvement in the research study. All data related to the interviews will be kept safely during the time needed to complete the study and for a short period of 3 months after the study before it will be destroyed completely.

If you require any further information please feel to contact me.

Yours sincerely,

Michael Walsh

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Student at National College of Ireland

Email: [Michaelwalsh2012@outlook.com](mailto:Michaelwalsh2012@outlook.com)

Phone: 085-7042166

**Interview Consent Form**

Please read the following terms that are required to be met to ensure you can participate in the interview.

- I have given my consent for participation and that all my participation is anonymous.
- I am involved in this study solely on a voluntary basis and I am being asked to participate in an interview as part of a research study
- I have been told the purpose of the study and why it is being carried out
- Due to my participation in the study, I give the interviewer permission to use my information in the process and completion of the research study.
- The interview will last for a total of 30 minutes approximately.
- My participation in the study is of free will and I will not gain from my involvement
- My participation will be unidentifiable when the study is completed and I will have the opportunity to read the draft regarding my information before final draft is submitted to ensure information is correct.

By agreeing to these terms and conditions, I give permission for my voluntary involvement in this research study through interview.

Signature: \_\_\_\_\_

Appendix C – Interview Questions

**Section 1 – Effects of Turnover on Staff**

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement. Please explain.

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Q.2 – Does Tesco provide you with sufficient tools and resources for your job? Please explain.

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Q.3 – When an employee leaves the store, is morale in the workplace affected? Please explain.

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Q.4 – When an employee has left, have you ever felt like leaving too? Please explain.

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Q.5 – When an employee has left, has it affected your work productivity? Please explain.

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**Section 2 – Career Advancement**

Q.6 – How challenging is your current job? Are you happy with your current position? Please explain.

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Q. 7 – Are you happy with the career advancement opportunities available to you? What opportunities are they? Please explain.

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Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco? Please explain.

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Q.9 – Are promotion decisions fair when they happen? Please explain.

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Q.10 – Are training & development programs available to you? Please explain.

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**Section 3 – Communication**

Q.11 – Does your employer communicate well with you? Please explain.

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Q.12 – Would you trust an employer that well with you? Why? Please explain.

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Q.13 – Does trust play a part in your decision to stay in Tesco? Please explain.

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Q.14 – Is there an open door policy within the company? Please explain.

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Q.15 – Do you have small group meetings to provide information to employees? Please explain.

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**Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager? Please explain.

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Q. 17 – Does your supervisor/manager give you good advice and instructions? Please explain.

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Q.18 – Does your supervisor/manager treat all employees equally? Please explain.

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Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?  
Please explain.

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Q. 20 – Does your supervisor/manager provide you with constructive feedback? Please explain.

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Q. 21 – Do you have a professional relationship with your supervisor/manager? Please explain.

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**Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful? Please explain.

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Q.23 – Is the working environment positive? Please explain.

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Q. 24 – Has workplace stress ever made you consider looking for a new job? Please explain.

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Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

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Q. 26 – Has workplace stress ever affected your productivity? Please explain.

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**Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco? Please explain.

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Q. 28 – What is the most negative thing about working in Tesco? Please explain.

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## Appendix D - Interviews

### 5.2.1 - Interviewee 1

#### Section 1 – Effects of Turnover on Staff

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement?

At the minute my department alone has lost over 200 hours which isn't being replaced by management, which results in our workload increasing and there is less time to get the work done.

Q.2 – Does Tesco provide you with sufficient tools and resources for your job?

Yes. The company makes sure we all have the equipment that we need for example, certain boots if you're working in the warehouse or if you're on the floor, you will be provided with safety knives.

Q.3 – When an employee leaves the store, is morale in the workplace affected?

Yes because people like working with those whose company they enjoy, so if it is a colleague that you like, then I most certainly would feel down about it.

Q.4 – When an employee has left, have you ever felt like leaving too?

Yes, because when they leave their hours aren't given out but the remaining staff are meant to pick up their workload

Q.5 – When an employee has left, has it affected your work productivity?.

Yes because we are meant to do more work because the person has left but in return they don't give us any incentives

#### Section 2 – Career Advancement

Q.6 – How challenging is your current job? Are you happy with your current position?

It's tough. I go into work on a daily basis for 5-7 hours and the delivery is like 60 odd trolleys with 4 of us meant to get it done by 8 pm at the latest

Q.7 – Are you happy with the career advancement opportunities available to you? What opportunities are they? Please explain.

There are opportunities available to advance to a supervisor or managers role, but this doesn't really apply to me because I only see this job as a way to pay for college

Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco?

No not one bit it's a job to get me through college

Q.9 – Are promotion decisions fair when they happen?

Yes, if you work hard at your job and show an interest, then you will be rewarded for it. So most of the time, those who get promoted deserve it.

Q.10 – Are training & development programs available to you?

Yes you can go on the options program. The options is where you do in house training to become a manager

### **Section 3 – Communication**

Q.11 – Does your employer communicate well with you?

Yes all notices from head office go on the canteen wall

Q.12 – Would you trust an employer that well with you? Why?

Yes I would trust them because they provide very good job security

Q.13 – Does trust play a part in your decision to stay in Tesco?

Nope not one bit, if I had a job tomorrow id be gone

Q.14 – Is there an open door policy within the company?

Yes our store manager door is never closed he encourages people to go talk if you have a problem

Q.15 – Do you have small group meetings to provide information to employees?

Nope not meeting like that for us any way, it's more on an individual basis if it isn't on the notice board

### **Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager?

Yes, I get on with my supervisor but some don't

Q. 17 – Does your supervisor/manager give you good advice and instructions?

Yes, the supervisor makes a good attempt to instruct us

Q.18 – Does your supervisor/manager treat all employees equally?

Yes. This used to be an issue due to friendships, but it was stopped.

Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?

Most of the time they do.

Q. 20 – Does your supervisor/manager provide you with constructive feedback?

No not really, I was doing something wrong and it took another section manager to give helpful feedback to fix my problem.

Q. 21 – Do you have a professional relationship with your supervisor/manager?

Yes, I didn't know my supervisor before I came here, so it's always been professional.

### **Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful?

Yes its very stressful area to work due to customers

Q.23 – Is the working environment positive?

Nope because no one wants to work in the grocery department

Q. 24 – Has workplace stress ever made you consider looking for a new job?

Yes everyday

Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

Don't know never really thought about it

Q. 26 – Has workplace stress ever affected your productivity?

Yes it makes me not want to be there

### **Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco?

Your job is secure

Q. 28 – What is the most negative thing about working in Tesco?

Working in grocery department

## **Interviewee 2**

### **Section 1 – Effects of Turnover on Staff**

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement.

Yes, I work the checkouts so as a result there are more customers to serve in the same time frame.

Q.2 – Does Tesco provide you with sufficient tools and resources for your job?

Yes, they supply everything essential needed for your required section.

Q.3 – When an employee leaves the store, is morale in the workplace affected?

Yes, it can have an effect on morale a most staff there are long term staff so it would feel like a family.

Q.4 – When an employee has left, have you ever felt like leaving too?

No, I have never felt that way, as even though they are like family, it's still also a job.

Q.5 – When an employee has left, has it affected your work productivity?

Yes it can. It all depends on the management and how soon the staff member can be replaced.

### **Section 2 – Career Advancement**

Q.6 – How challenging is your current job? Are you happy with your current position?

Yes, I like my current position because it doesn't get boring. I get to meet new faces every day and dealing with different people constantly is challenging.

Q. 7 – Are you happy with the career advancement opportunities available to you? What opportunities are they?

Yes I am happy with the career opportunities available to me, as you can advance to team leader, supervisor and eventually manager if you want.

Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco?

No I am quite happy in the role I am in now and plan to stay there.

Q.9 – Are promotion decisions fair when they happen?

Yes it's open to anybody who wants it. We have a memo board where important notices such as promotion opportunities are displayed.

Q.10 – Are training & development programs available to you?

Yes, if it is required for a specific section then you will be asked to complete these courses.

### **Section 3 – Communication**

Q.11 – Does your employer communicate well with you?

I believe so, any important notices that are sent down from the head of the chain are displayed on the noticeboard in our staff canteen.

Q.12 – Would you trust an employer that communicated well with you? Why?

Yes, I would because it helps you to feel as if you are more than just a number in the organisation

Q.13 – Does trust play a part in your decision to stay in Tesco?

No it's more the colleagues that u have worked with along the way.

Q.14 – Is there an open door policy within the company?

The managers in the company make an effort most of the time to have time for the employees, but in some cases it can be too busy resulting in a delay but they will make an effort to speak to you soon.

Q.15 – Do you have small group meetings to provide information to employees? Please explain.

Yes we have a board that occasionally provides us with information and any problems we have, then we can bring it to their attention and they will try help with anything they can.

#### **Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager?

I have 3 supervisors and one manager. I get along with better with my supervisors as I see them more regularly.

Q. 17 – Does your supervisor/manager give you good advice and instructions? Please explain.

Yes they can at times be good at giving us advice if we are unsure of something, such as how to deal with certain customers.

Q.18 – Does your supervisor/manager treat all employees equally?

Yes most of the time the we get treated equally but there are pre 1996 staff with better privileges and the rest of us have to work around them.

Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?

Yes the supervisors make an effort to acknowledge the work you've done even if it's a simple 'good job'.

Q. 20 – Does your supervisor/manager provide you with constructive feedback

It tends to be the same feedback over and over, as a form of repetition. For e.g. if the queues are getting long, rather than encourage you, they will say can we try speed this up.

Q. 21 – Do you have a professional relationship with your supervisor/manager?

Yes it's very professional as it has to be with so many staff members.

#### **Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful?

Yes it can be very stressful. If there isn't enough staff in or you get rude, aggressive or unhappy customers.

Q.23 – Is the working environment positive?

At the moment there are some staff members leaving due to reasons such as college, but the working environment still remains positive because those that remain are close.

Q. 24 – Has workplace stress ever made you consider looking for a new job?

Not really come to think of it. Although there are days were you just want to leave, the good days outweigh the bad as there is a great bunch of people working here.

Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

I don't know it depends on the promotion.

Q. 26 – Has workplace stress ever affected your productivity?

Although you may get stressed in work, you still have to get on with your job, so it doesn't affect me.

### **Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco?

You are guaranteed a regular income, holidays, pension and mainly the great circle of friends that I have made.

Q. 28 – What is the most negative thing about working in Tesco?

Management

### **Interviewee 3**

#### **Section 1 – Effects of Turnover on Staff**

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement.

Yes it gets a lot harder as most of the time when a colleague leaves they don't get replaced so workload can be increased permanently.

Q.2 – Does Tesco provide you with sufficient tools and resources for your job?

Yes obviously we can't have everything we need all the time sometimes things aren't available, if the budgets are tight then they prioritise of what's needed more.

Q.3 – When an employee leaves the store, is morale in the workplace affected?

Yes definitely as everyone is trying to get extra work done and eventually gets draining.

Q.4 – When an employee has left, have you ever felt like leaving too?

Would love to think that way but not so easy, it's a good job with good benefits and good pay, only big downfall is not replacing staff quicker.

Q.5 – When an employee has left, has it affected your work productivity?

Yes more work needs to be done but no extra time given to do it so pushing to get everything done.

## **Section 2 – Career Advancement**

Q.6 – How challenging is your current job? Are you happy with your current position?

With the right training and understanding it's a pretty good department, although on busier days you could be put anywhere in the shop to help so gets tough been thrown here and there.

Q. 7 – Are you happy with the career advancement opportunities available to you? What opportunities are they?

Yes there are plenty of career opportunities you can apply for a team leader or do the management option course

Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco?

Yes, I worked my way getting trained fully around the store so I can start moving on now

Q.9 – Are promotion decisions fair when they happen?

Yes, those that deserve the job end up getting it.

Q.10 – Are training & development programs available to you?

It can be very hard. They just throw you in at the deep end a lot of the time and you learn yourself.

## **Section 3 – Communication**

Q.11 – Does your employer communicate well with you?

Yes all the time. There are updates constantly put up on the board and if anyone has any queries you can always go to store manager to see what's going on.

Q.12 – Would you trust an employer that well with you? Why?

Yes to an extent. You can never trust them fully they could be just telling you what you want to hear really depends on what you're dealing with.

Q.13 – Does trust play a part in your decision to stay in Tesco?

No it wouldn't be amongst my top priorities.

Q.14 – Is there an open door policy within the company?

We are always encourage to go to the store manager if we have any queries or problems.

Q.15 – Do you have small group meetings to provide information to employees?

Yes. We get told briefly by our managers, with further information found on the staff notice board.

#### **Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager?

Yes I get on very well with my manager and we're also good friends too but it's all about working together to get the work done

Q. 17 – Does your supervisor/manager give you good advice and instructions?

Yes all the time. If she feels that I'm doing something wrong or stressing too much she will pull me and can help me change it or make it better.

Q.18 – Does your supervisor/manager treat all employees equally?

No not really there is some people I feel really sorry for that can't stand up for themselves get the blunt of it on bad days and stuff.

Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?

Yes everyday my manager thanks me for everything done that day and will always highlight if I've done any extra tasks or help or anything.

Q. 20 – Does your supervisor/manager provide you with constructive feedback?

Feedback is a big issue in our store. A lot of the staff don't feel like opening their mouth all the time as they feel they won't get any feedback on the issue so what's the point in raising it.

Q. 21– Do you have a professional relationship with your supervisor/manager?

Yes. Everybody can be friends but you need to keep everything professional otherwise there will end up no friendships between anyone and on bad days people do get stressed with each other.

## **Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful?

At this day and age all jobs are stressful, but yes it gets hard when you're trying to get your own work done but can get called to tills up to 15 times a day and have no time to get your own work done

Q.23 – Is the working environment positive?

Its split really as the management are all positive but there's so much happening with staff lately as some are leaving to go to college or are finished college and moving to different jobs

Q. 24 – Has workplace stress ever made you consider looking for a new job?

Not really, some days of the week I feel like going job hunting but with the benefits we have at Tesco and the rate of pay I'm on I wouldn't find a stable job like it.

Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

No because stress is expected as you adapt to the new position

Q. 26 – Has workplace stress ever affected your productivity?

Yes sometimes we all get into this feeling of not been bothered when you have had a bad week. It can be tough to keep going.

## **Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco?

The people I work with they all have different things about them. We're like a family really if you're having a bad day their all always there to try pick you straight back up

Q. 28 – What is the most negative thing about working in Tesco?

The working hours can make you feel like you're constantly in work.

## **Interviewee 4**

### **Section 1 – Effects of Turnover on Staff**

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement.

Yes, a single employee leaves the company don't tend to just replace one employee, but rather expect the remaining staff to pick up the work

Q.2 – Does Tesco provide you with sufficient tools and resources for your job?

Yes the company provide us with all the necessary tools and resources that we might need.

Q.3 – When an employee leaves the store, is morale in the workplace affected?

As it's a large shop with roughly 70-75 staff, it is harder to notice than in a smaller store, but if it's one of your close colleagues then yes it is.

Q.4 – When an employee has left, have you ever felt like leaving too?

Yes at first you feel you want to leave to if it's one of your friends, but if it's outside your social circle, it has no real effect.

Q.5 – When an employee has left, has it affected your work productivity?

It may have an effect on the individual section, but not the entire store.

### **Section 2 – Career Advancement**

Q.6 – How challenging is your current job? Are you happy with your current position?

I find the job challenging but this stops me from feeling bored coming to work, knowing that each day can be different and I enjoy the interaction with the other staff.

Q. 7 – Are you happy with the career advancement opportunities available to you? What opportunities are they?

The opportunities available are limited to Tesco's management trainee program but the staff know this as the options course.

Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco?

No I don't want to be a manager as I am happy in my current position.

Q.9 – Are promotion decisions fair when they happen?

Yes they are because most times they are based on experience, so it's usually those that are capable.

Q.10 – Are training & development programs available to you?

There are limited options, but as mentioned before about career advancement, the options program is available.

### **Section 3 – Communication**

Q.11 – Does your employer communicate well with you?

Yes most of the managers find the time to talk to the employees and if not, the information is posted on the noticeboard in the canteen.

Q.12 – Would you trust an employer that communicates well with you? Why?

Not necessarily, because some of the management just protect themselves.

Q.13 – Does trust play a part in your decision to stay in Tesco?

No.

Q.14 – Is there an open door policy within the company?

We are told that if we ever have any problems to come speak to a manager.

Q.15 – Do you have small group meetings to provide information to employees?

No most information is posted on the canteen noticeboard.

### **Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager?

I believe I do, there is never any trouble.

Q. 17 – Does your supervisor/manager give you good advice and instructions?

The supervisor gives good advice and instructions for the little experience that they have in the role.

Q.18 – Does your supervisor/manager treat all employees equally?

In my section there is no favouritism evident and all employees seem to be given the same treatment.

Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?

We are told that we are doing good work but sometimes only told occasionally, but it's better than being ignored.

Q. 20 – Does your supervisor/manager provide you with constructive feedback?

Majority of the time the feedback which is meant to help us tends to be mostly negative.

Q. 21 – Do you have a professional relationship with your supervisor/manager?

Yes, the relationship is strictly professional.

### **Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful?

No, although there can be a lot of work, I enjoy coming to work and seeing my colleagues.

Q.23 – Is the working environment positive?

Although there is some staff leaving, for reasons such as college and moving to new jobs, the environment still remains positive.

Q. 24 – Has workplace stress ever made you consider looking for a new job?

No. It hasn't got to that level where stress has made me look for another job. Although days can be difficult, sure we all have them, there is also good days in the job.

Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

No because you are not going to know everything straight away and be comfortable, there will be some stress naturally

Q. 26 – Has workplace stress ever affected your productivity?

No. If you're having a bad day, the only thing you can do is get on with it. No point taking it out on other staff and customers.

## **Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco?

The money. I would probably find it difficult to get the rate that I'm on anywhere else.

Q. 28 – What is the most negative thing about working in Tesco?

The hours can be very tiring. Working several nights a week till all hours.

## **Interviewee 5**

### **Section 1 – Effects of Turnover on Staff**

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement?

Yes when an employee leaves, the workload is passed onto the remaining employees.

Q.2 – Does Tesco provide you with sufficient tools and resources for your job?

Yes most times the company provide the right tools and resources and make a good effort to replace anything we may need but the workload can still be hard to get through.

Q.3 – When an employee leaves the store, is morale in the workplace affected?

Workplace morale is affected, but you just have to keep going and get on with your job and ensure it is done.

Q.4 – When an employee has left, have you ever felt like leaving too?

Yes, it's like any job really. When you see one of your friends go then you tend to think that you could leave too.

Q.5 – When an employee has left, has it affected your work productivity?

No as mentioned before, the main thing is you just have to get on with your work.

### **Section 2 – Career Advancement**

Q.6 – How challenging is your current job? Are you happy with your current position?

My job is tough, however I enjoy the challenge that each day brings.

Q. 7 – Are you happy with the career advancement opportunities available to you? What opportunities are they?

Yes the options course if you want progress into full time managers and higher if possible.

Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco?

No, the job pays the bills and its good money.

Q.9 – Are promotion decisions fair when they happen?

Yes because anyone who gets them deserves them for hard work.

Q.10 – Are training & development programs available to you?

Yes because everything you do in Tesco means you must be trained beforehand.

### **Section 3 – Communication**

Q.11 – Does your employer communicate well with you?

Yeah, they communicate well. The main source of information is the noticeboard in the canteen which is regularly updated with new stuff.

Q.12 – Would you trust an employer that communicates well with you? Why?

Yes I would because if an employer was clear with me, then it would increase the chances of me trusting them, whereas you wouldn't know what to think if you were left wondering when the information would come.

Q.13 – Does trust play a part in your decision to stay in Tesco?

No, trust doesn't pay the bills.

Q.14 – Is there an open door policy within the company?

Yes there is. The company make an effort to make that clear to us, for e.g., there are signs up in the canteen saying, if you need to talk, then please feel free to get in touch with management.

Q.15 – Do you have small group meetings to provide information to employees?

Yes the manager would provide us with information regarding the day's objectives and company results. Other information is then displayed in our canteen.

### **Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager?

Yes I believe the relationship is good, well like any really work relationship, there are more good days than bad.

Q. 17 – Does your supervisor/manager give you good advice and instructions?

Same as the last question really, the supervisor communicates well when it's a good day, but when it's a bad day, the supervisor is very busy and we are left to our own initiative.

Q.18 – Does your supervisor/manager treat all employees equally?

Yes, there is no bending of the rules allowed. All the staff are treated the same with hours, workload and early shifts.

Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?

Yes at the end of our shifts they would tell us thanks for the help today.

Q. 20 – Does your supervisor/manager provide you with constructive feedback?

In general, not really but when it comes to stuff such as meeting targets, we are told what we need to do to improve our efforts.

Q. 21 – Do you have a professional relationship with your supervisor/manager?

I know my supervisor from before I began working in the company but on the job, the relationship is strictly professional as expected.

### **Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful?

Yes it can be very stressful sometimes as certain days are busier than others but it's those others days that help alleviate the stress.

Q.23 – Is the working environment positive?

Yes I think the working environment is positive, any problems that arise that may affect this are quickly resolved by management.

Q. 24 – Has workplace stress ever made you consider looking for a new job?

Yes it has because on days for example when people are out sick, we are expected to carry out their workload too.

Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

I don't believe this applies to me really as it's something I've never really worried about as I'm happy in my current position.

Q. 26 – Has workplace stress ever affected your productivity?

No I don't really let stress affect what I do in work as the work has to get done.

### **Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco?

That's easy, pay day

Q. 28 – What is the most negative thing about working in Tesco?

Management on their bad days.

### **Interviewee 6**

#### **Section 1 – Effects of Turnover on Staff**

Q.1 – When an employee leaves the store, does your workload increase while they find a replacement?

In cases where an leaves unexpectedly, yes the workload increases

Q.2 – Does Tesco provide you with sufficient tools and resources for your job?

Yes the company do their best efforts to make sure we have the right equipment to complete our jobs.

Q.3 – When an employee leaves the store, is morale in the workplace affected?

In such a big store, the relationship of the staff become that of a community and when someone you are used to having there is gone, then the place is affected for a period of time.

Q.4 – When an employee has left, have you ever felt like leaving too?

No, I enjoy going to work as I'm comfortable there.

Q.5 – When an employee has left, has it affected your work productivity?

No because although we work as a team in Tesco, we are kept busy with our own daily tasks to complete which is monitored by supervisors.

## **Section 2 – Career Advancement**

Q.6 – How challenging is your current job? Are you happy with your current position?

My job is comfortable. It is a perfect balance with there being enough to keep me busy yet very rarely too much.

Q. 7 – Are you happy with the career advancement opportunities available to you? What opportunities are they?

Yes I'm happy with the options available for me. Those include being able to apply for the options course. Although this may result in you being transferred.

Q.8 – Do chances of career advancement play a part in your decision to stay in Tesco?

No I don't think it does. Other reasons such as salary and colleagues play a bigger part.

Q.9 – Are promotion decisions fair when they happen?

Yes, promotions are advertised for any staff member who wishes to apply, with interviews then held for the applicants.

Q.10 – Are training & development programs available to you?

The programs aren't freely available to you, if you want to do them you have to seek them out.

## **Section 3 – Communication**

Q.11 – Does your employer communicate well with you?

Yes our team leaders, same as supervisors, provide us with information or it can be found on the noticeboard.

Q.12 – Would you trust an employer that well with you?

Yes because you can become great friends with management

Q.13 – Does trust play a part in your decision to stay in Tesco?

Nope not necessarily, because trusting relationships can be built no matter where you are. g

Q.14 – Is there an open door policy within the company?

We are encouraged to visit the store manager if we have any issues.

Q.15 – Do you have small group meetings to provide information to employees?

We have staff reps who attend meetings and provide us with the information and give feedback.

#### **Section 4 – Supervisor/Manager**

Q.16 – Do you have a good relationship with your supervisor/manager?

Yes my supervisor is very approachable and this adds to a good relationship.

Q. 17 – Does your supervisor/manager give you good advice and instructions?

Yes believe they do. When you are having difficulty with any tasks, you can ask them for advice that will usually help you.

Q.18 – Does your supervisor/manager treat all employees equally?

Yes most of the time, however there is occasion's that external friendships can lead to favouritism.

Q.19 – Does the supervisor/manager acknowledge the effort you contribute in the workplace?

Yes if you work hard to get your daily tasks done, then the supervisor will usually acknowledge it.

Q. 20 – Does your supervisor/manager provide you with constructive feedback?

Not really. When the place is getting busy and service is slowing, it's more of the usual can we try speed things up, rather than something that will actually help us in the long run.

Q. 21 – Do you have a professional relationship with your supervisor/manager?

Yes. Although I am friends with my supervisor outside work, any arguments or disagreements are left outside work.

#### **Section 5 – Workplace Stress**

Q. 22 – Is your current job stressful?

Not exactly, if staff call in sick, the workload increases thus making it stressful.

Q.23 – Is the working environment positive?

Yes our store is like a community.

Q. 24 – Has workplace stress ever made you consider looking for a new job?

No, if you looked for a job every time you got stressed, then you would have no time to work.

Q. 25 – Would you turn down a new promotion or advancement due to potential workplace stress?

I don't know really, maybe because I wouldn't know what I was getting into it.

Q. 26 – Has workplace stress ever affected your productivity?

No my workplace stress is kept to minimum.

### **Section 6 – About Tesco**

Q.27 – What is the most positive thing about working in Tesco?

Money and job security

Q. 28 – What is the most negative thing about working in Tesco?

Unsociable hours