



Wholesale & Retail

LEADERSHIP CHAIR



Cape Peninsula
University of Technology



*“Collaboration opens the window
to a world of opportunities.”*

Project 2019/29:

**CASUALISATION OF
LABOUR IN THE SOUTH
AFRICAN RETAIL
SECTOR**

APPLIED RESEARCH
LEADERSHIP DEVELOPMENT
SERVICE TO RETAIL COMMUNITY

Project 2019/29: CASUALISATION OF LABOUR IN THE SOUTH AFRICAN RETAIL SECTOR

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1. Introduction

The wholesale and retail sector is situated in the services sector of the economy and it provides a foundation for the distribution of goods from a supplier to an intermediary or a final consumer. It links trade, catering and accommodation services, and also encompasses the complexities of defining the sector. In addition to a few dominant groups in the South African context, the sector is also characterized by many small business operators, mainly in the informal sector.

In recent years, franchises have increased as major retail chains pursue greater profits in a struggling economy. The large retail companies own a number of franchise stores with a propensity towards vertical structure of ownership. The trend towards expansion of South African retail chains like Shoprite Checkers into the Southern African region and other regions of the continent is being witnessed on a continual basis. Global insights point to more concentration in the sector and the region. There are a few companies from South Africa that dominate the regional sector.

There are blurred lines between wholesalers and retailers and retailers and manufacturers. Many large retail chain stores manufacture their own brands or procurement directly from suppliers and tend to cut out the wholesaler. This happens with large retailers who have established their own meat packing businesses and thus bypass abattoirs and obtain meat directly from farmers (Mathekga, 2009). This has in turn shifted the balance of power from the suppliers to the retailer who now set the terms.

Wholesalers have increased their sales directly to the public thus bypassing retailers. The wholesale and retail industry has pioneered change in supply chain management logistics which has created new jobs in logistics management while decreasing direct employment by warehouses. On the other hand, the chain stores have also developed distribution centres, which handle stock procurement and storage, and these are the central places where the stock of all divisions of a company is stored.

The supply is dispersed directly to the stores which eliminates the cost of establishing storage facilities in various areas. The stores also achieve economies of scale by the purchase of large

amounts of goods, often at discounted prices, and can thus sell their merchandise at higher margins to consumers. South African retail stores now provide a variety of goods and services which include financial services, food, as well as furniture and clothing.

The technological innovations are altering work processes and certain jobs are being threatened. The advances in technology have contributed in enhancements which include:

- centralized stock control and management;
- monitoring movement of goods and service; and
- replacing stock on a 'just-in-time' basis.

This allows retail companies to collect information about consumers' preferences at the point of sale and transmit this knowledge to the supplier.

The loss of jobs in the warehousing and logistics section is a result of this labour-saving technology. The purchase of goods online through e-commerce also has an impact on direct employment in the retail sector.

The quality of job types has deteriorated although employment has increased in the wholesale and retail sector. The labour plasticity encouraged by company turnaround strategies and efforts to achieve higher levels of productivity.

Casual labour has a direct relationship with the business trading cycle of retail outlets. The increased trading hours, as a reaction to the reduction of regulations around Saturday, Sunday and Public Holiday trading resulted in the increase in the use of casual labour.

Casualisation is now so embedded that large retailers can staff stores using only casual labour, which includes the use of supervisors, over all extended trading periods. Merchandising is one of the jobs that has been outsourced on a large scale. The job has become tedious and no longer requires skilled individuals to perform. The large retailers streamline and design the packing and merchandising centrally and the merchandisers are now taking over the jobs of aisle attendants. This makes the jobs not only casual in nature but there is also a deskilling process underway.

The workers are not paid for the extra work nor are they upgraded to recognize the increased workload when job rotation is used as a means of labour flexibility. This impacts on the workload for workers without the commensurate increased compensation.

Research consistently shows higher job insecurity among temporary workers and this high correlation has resulted in a near to interchangeable use of temporary employment and job insecurity. However, a broad set of variables may inflate the relationship between job insecurity and temporary employment. For example, slightly more women than men work on temporary arrangements, temporary workers are on average younger than permanent workers, temporary workers are somewhat less educated, they are less likely to be a union member, and they work fewer hours per week on average. It could be that it is these factors, rather than casualisation, that is leading to the insecurity experienced.

The growing interest in temporary employment, casual employment, outsourcing and subcontracting materialized from a concern for the marginal group in the labour market and labour market flexibility.

1.1 Research problem

The main purpose of the study is to identify the status of the casualisation of labour in the retail sector, evaluate the impact of casualisation of labour on the retail sector, and identify the skills needs of casual labour in retail.

The report, therefore, includes the identification of the status and frequency/volume of casual employees in the retail sector, identifies any problems experienced by casual workers and suggests ways that the retail industry can reduce the negative impact of casualization on the sector, on the workers and on customers.

The researchers also:

- Reviewed international and SA literature and secondary data (e.g. StatsSA) on casualization of labour
- Obtained casualization statistics from major retailers

- Integrated literature, secondary analysis and interviews into a status report with recommendations.
- A workshop/focus group was held to review and critique the research before approval of the final report. A copy of the draft report was sent to focus group members to obtain their agreement to the changes made as a result of the focus group's suggestions.

The research produced findings and recommendations that will guide and influence the decision-makers within the wholesale and retail sector by highlighting the status of casualisation of labour in the retail sector, evaluating the impact of casualisation of labour on the retail sector, as well as identifying the skills needs of casual labour in retail.

1.2 Description of the Research

The research consisted of an extensive literature study as well as qualitative and quantitative methodology. The research was undertaken amongst some of the largest retailers in the country operating within Gauteng.

- Interviews with a sample of retail managers regarding problems with, and experienced by, casual staff
- Integration of literature, secondary analysis & interviews into a status report with recommendations.
- A focus group with a select panel (covering the above stakeholders) to review and critique the research before approval of the final draft report. A copy of the amended draft report was sent to focus group members to obtain their agreement to the changes made as a result of the focus group's suggestions.
- Integration of any final comments into the final report.

The research methods that applied in conducting this research involved a Mixed Methods approach, both qualitative and quantitative, aimed at investigating Casualisation of labour in the SA retail sector.

2. Literature Review

2.1 What is casualisation?

Casual employees, according to the Department of Labour, are employees without a fixed contract of employment who work not more than 24 hours in any week (Department of Labour, 2018). Casual employment means working less than 24 hours per week without benefits and job security.

Subcontracting means the contracting out of so-called non-core services such as security, merchandising (shelf packer) and cleaning to labour brokers or labour agencies. Subcontracting implies an indirect form of employment of people by companies through labour brokers. Labour broking or agency labour “is based on the contract whereby an agency recruits employees and then places them at the disposal of a user company to perform a task” (Mathekga, 2009).

Outsourcing refers to the process where workers in a standard employment relationship get reduced, especially in a business’s non-core services. The point is that a relationship of subcontracting is created between the core business and a contractor or satellite enterprise.

Temporary and part-time employment is explained as precarious, non-standard and atypical or provisional work. The common forms of temporary employment are direct fixed-term contracts and temporary employment through specialised agencies (agency labour). In the case of a fixed-term contract, the contract is defined by certain conditions (for example, expiry dates or the finishing of a particular task). Temporary employees are employees who do not have a permanent (open-ended) contract, including participants in special employment programmes (Mathekga, 2009).

Casuals, temporary workers and subcontracted workers (flexible workers) are unlikely to be members of trade unions whereas full-time workers are usually members of trade unions (Bhengu, n.d.)

Casualisation often has two meanings. In most international literature it is used to imply poor conditions of work, such as employment insecurity, irregular hours, intermittent employment, low wages and an absence of standard employment benefits (e.g. Basso, 2003). In Australia

casualisation refers to the process whereby increasing numbers of the workforce are employed in “casual” jobs. This is a narrower but more specific meaning. .

The term “casual” is well understood in Australia, being widely used in a variety of contexts, for example everyday conversation, in legislation and legal agreements, in judicial deliberations and in official statistics. Although the meanings may vary, there is a commonality in the meanings according to O'Donnell (2004). “Casual” jobs are understood to be jobs that have an hourly rate of pay, but have few other rights and benefits, such as the right to notice, the right to severance pay and of the right to paid leave (annual leave, public holidays, sick leave, etc.), which are normally the benefits provided with ‘permanent’ (or ‘continuing’) jobs.

This common understanding is different from what appears in economic textbooks from other countries. It shows how the Australian regulatory system, built upon , ‘casual clauses’ in legal awards and industrial legislation, has influenced the development of ‘casual jobs’ over the past century. The meaning of casualisation is reflected in the official statistics from the Australian Bureau of Statistics (ABS), which includes a category of “casual employees”, which they define as “employees who were not entitled to either annual leave or sick leave in their main job”. This is a robust category, which has been adjusted over the years with minor refinements, resulting in a name change to “employees without leave entitlements” (Campbell and Burgess, 2001).

2.2 What are the causes of casualisation?

The causes of casualisation are still contested. Some feel that the growth in casual employment is due to structural change in certain industries such as retail and hospitality, which have traditionally been the home of casual work. However, this explanation sits poorly with the fact that casualisation has occurred in all industries, with the fastest growth happening in industries such as manufacturing, in which casual work had a relatively small presence in the past. Furthermore, a shift-share analysis of ABS data to assess the structural change argument showed that structural change accounts for relatively little of the growth in casual work (OECD, 2018).

Figure 1 below indicates the rate of part-time employment for the employed for countries across the world.

Figure 1: The rate of part-time employment for the employed for countries across the world, 2014

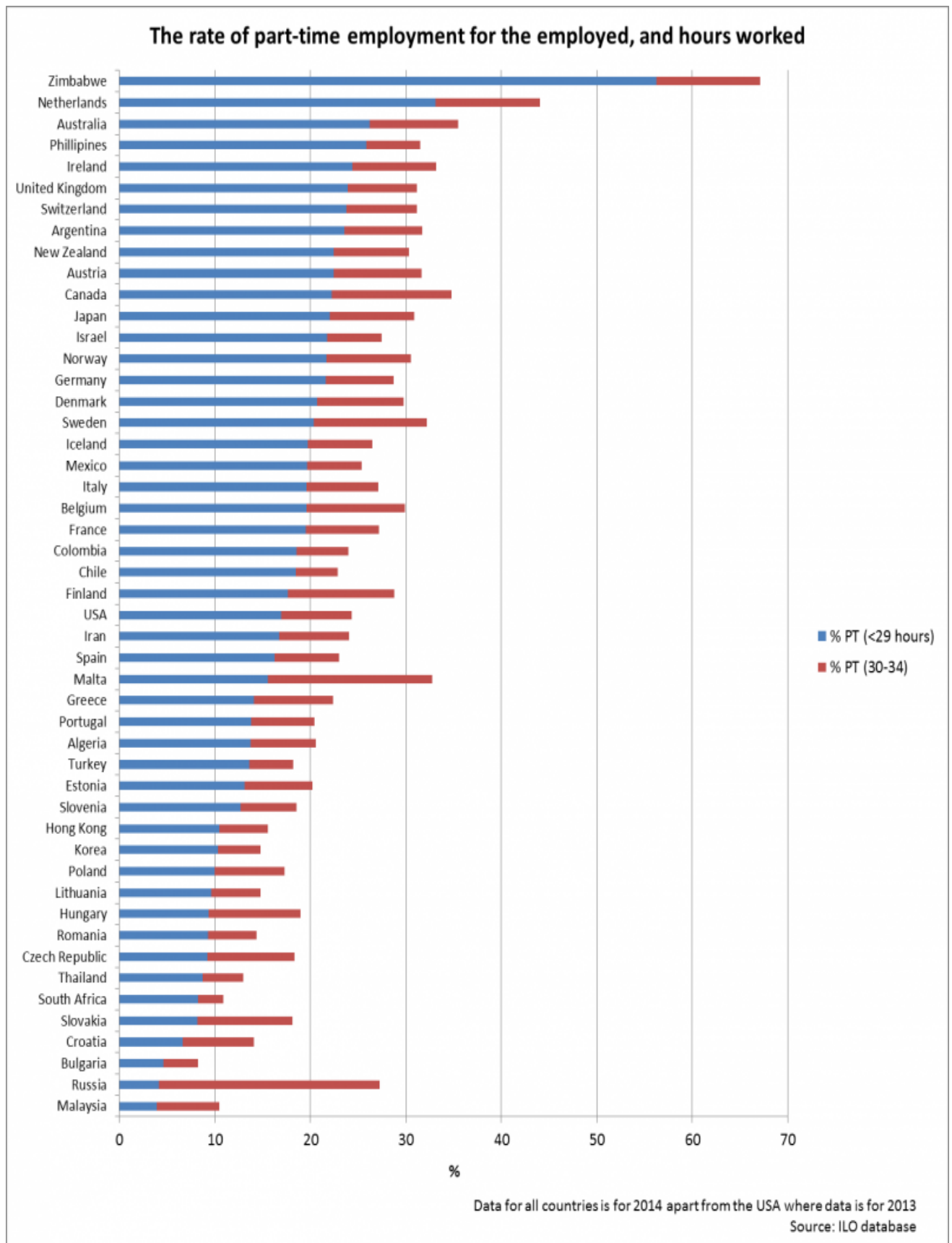


Figure 1 indicates that Zimbabwe has the highest rate of part-time employees that work less than 29 hours a week, over 50%, whereas Malaysia has less than 5% working less than 29 hours. South Africa is comparatively close to Thailand where over 7% of part-time workers work less than 29 hours and about 3% work 30-34 hours. The countries with the highest representation of part-time workers include Zimbabwe, Netherlands, Australia, Philippines and Ireland. The total is a percentage of the total workforce that is employed part time.

Much of part-time employment is concentrated in a narrow range of low-paid occupations, often in precarious employment or with inferior employment conditions and inferior prospects for advancement compared to full-timers. However, it is important to differentiate between the quality of marginal and integrated forms of part-time employment (O'Reilly and Fagan 1998).

Integrated part-time employment refers to those part-time jobs where principles of equal treatment have been implemented, part-time employment is available at a wide range of occupational levels, and the primary distinction is that the job involves reduced hours. Integrated part-time employment is thus better quality than marginal part-time employment (and some precarious and low paid forms of full-time employment). To illustrate this with a stylized contrast: in most countries part-time employment in clerical or professional occupations in large formal enterprises offers a fundamentally different living standard and career prospect than casual part-time employment in a manual job in the informal sector. Country comparisons consistently reveal that the Netherlands has gone furthest in developing a part-time employment model which is good quality and accounts for a large proportion of the economy. More broadly, opportunities for good quality part-time employment are more widespread in developed economies where legislation and other initiatives initiated by governments, unions and/or employers have sought to promote better quality part-time employment to improve women's employment opportunities and, more recently, to enable older workers to defer retirement. Other countries, in which part-time employment in the formal economy is rare, such as South Korea and China, or that signals a lower employment status rather than reduced working hours, notably Japan, have introduced government-led initiatives to promote the expansion of better quality part-time employment, primarily as a reconciliation measure to make it easier for women to combine employment with child-raising (Fagan et al. 2014).

Wooden (in Taylor and Frances online, 2014) uses an analysis of the AWIRS 95 data to outline “four principal reasons why casual employment has been growing in recent years”. In addition to industry structural change, he highlights privatisation, reduced unionisation, and increased employment of casuals in new work places. However, these are statistical associations and may not indicate genuine causes of casualisation. These factors (structural change, privatisation and decline in union membership) are found in many OECD nations, but the nature of casualisation in Australia is very distinctive and different (Taylor and Frances online, 2004).

Campbell and Brosnan (2005) attempt to explain the history of casualisation and seek to better understand the specifics of the Australian situation. This is probably the most promising attempt to explain the causes of casualisation (Campbell and Brosnan, 1999; Pocock, Buchanan and Campbell, 2004: 21-23). They believe that the real reasons for casualisation are the interaction between Australia’s unique labour regulation system and the employers’ situations and decisions (Campbell and Brosnan, 2005)

There is little statutory regulation in Australia – industry relies on court/legal awards to decide on minimum labour standards. Such awards have been very slow in incorporating clauses into agreements allowing permanent part-time work. But the worst issue that encourages casualisation are “the gaps in award regulation” (Campbell and Brosnan, 2005). The presence of such casual clauses which enable employers to avoid having to offer standardised rights and benefits can be seen as one weakness, but poor enforcement and limited coverage is maybe an even more important weakness.

Campbell and Brosnan (2005) maintain that the informal nature of the award system, which hides systemic weaknesses and avoids enforcement of basic rights, has been instrumental in enabling employers to adopt casual employment. However, this only provided opportunities for casualisation - it did not cause outcomes. The crucial issue leading to casual employment is the employer’s decision about the nature of employment in their firm, based mainly on their beliefs about the advantages of casual employment.

Increased competitive pressure and weakened labour market conditions in the 1970s resulted in many employers perceiving the advantages of casual work and beginning to be more willing to use casual labour. Some employers were able to implement immediate changes at their

workplaces. However, others, maybe restricted by more effective regulations and unions, relied on demands for changes to labour legislation to allow the flexibility employers needed to adopt casual labour (Pocock, Buchanan, Campbell, 2005).

2.3 Reasons for Casualisation

The International Labour Organisations (2010) gives reasons for the move towards casualisation as being the following:

2.3.1 Economic crisis

The economic uncertainties and global downturn in 2008 affected many businesses and brought with it the need to cut costs.

2.3.2 Demand for talent and information technology

Many countries have experienced an increase in the price of goods and services resulting in businesses being pressured to become more competitive by, for example, offering superior communication channels and better and faster transport services to reduce pressure on their profit margins. This encouraged a move towards human resource management practices that favour temporary demand for specifically skilled employees who are either experts in their field or provide a gap-filling role in the company.

2.3.3 Labour market deregulation

The nature of employment has changed as a result of a growth in irregular work leading to a commercial relationship with the worker taking all the risks. The use of casualisation as a labour practice has become part of a business model which involves the strategic replacement of full-time employees by contract or agency labour.

2.3.4 The changing attitude to work, to find a more flexible work-life balance

Employees themselves contribute to the changes in work trends by looking for more flexible work opportunities that allow them better work-life balance.

2.4 Global perspective

In Europe and the US, casualisation is a common trend. In these countries, casualisation is referred to as “Non-Standard Work Arrangements” (NSWA) (ILO, 2008, cited in Kuipers, 2014), which is a process in which a large proportion of the workforce is employed in ‘casual’ jobs. Jobs that are often sub-contracted include support services such as cleaning, catering, warehousing, transport, distribution and security.

In the UK much of the growth in the retail sector is expected to be in part-time jobs, estimated to increase from 52 per cent of jobs in the sector to 56 per cent between 2010 and 2020. There is a higher incidence of part-time work in the retail sector compared to the economy as a whole, and part-time employment in the retail sector in the UK is higher than in other EU countries and the US (Oxford Institute of Retail Management, 2004, cited in Green, Atfield, Staniewicz, Baldauf and Adam, 2014).

Retail is a particularly important source of entry to the UK labour market for many groups, particularly young people and women with family responsibilities (UK Commission for employment and skills, 2014)). More than 30 per cent of employees in the retail sector are aged between 16 and 24 years old, compared to around 13 per cent across all sectors. Women account for 58 per cent of employees in the retail sector, compared to 46 per cent of all employees (UK Commission for employment and skills, 2014). The growth of part-time employment, alongside non-standard hours of work, which are common features of the sector, have been held to be particularly beneficial to these groups who may otherwise struggle to find work that allows them to manage their commitments outside work. Other groups that are over-represented in the retail sector include ethnic minorities and people over 45.

In the UK low skilled workers face competition from highly skilled workers who compete for the low skilled positions because they cannot find jobs for their qualification level. There is also the issue of skills mismatch between the skills possessed by job seekers and the skills employers are looking for. Evidence from the Employer Skills Survey has consistently shown that a lack of skills, work experience and appropriate qualifications within the applicant pool are primary reasons

employers have vacancies they consider 'hard to fill' (UK Commission for employment and skills, 2014).

UK employers use the following criteria for choosing casualised labour:

- English language skills;
- previous work experience rather than formal educational qualifications;
- attitude and people skills which are important qualities to be possessed by prospective employees.

According to Kuipers (2014) women are often employed in the retail sectors (including hospitality industry) where they have lower status, lower pay, casual or temporary agency jobs.

In Europe at least, the research evidence shows that flexible working options for employees (such as flexitime, opportunities to switch to part-time hours, to work from home, etc.) are more developed and used in affluent economies, in the public sector and in large private sector workplaces, where a union is recognised or where more than half of the workforce is female (Milne, 2014).

In India employment at the store level depends on the marginal productivity of labour vis-à-vis the marginal cost of labour. The list of factors which may affect the marginal benefit/cost of labour can be quite large. There are assumptions that these factors may affect employment, either because they are complementary or substitutes for labour, or because they may affect the overall profitability of the business and therefore its employment level. If these factors happen to be disproportionately distributed across good and bad labour regulation states, then they could create an impression that it is labour regulation that has an effect on employment. In the Enterprise survey, stores reported irregular power supply and access to finance as the two biggest problems they faced in running their business. These problems could limit the overall profitability and size of business and also the marginal productivity of labour, lowering employment. These are some of the concerns that also affect South African businesses such as erratic power supply and access to finance (Amin, 2007).

One concern with the results above could be that states with more stringent labour laws may have higher wages for reasons which have nothing to do with labour laws. For example,

differences in the skill and education levels of the labour force may lead to wage differentials across states correlated with labour laws. If this is indeed the case, then results in the effect of labour regulation on employment could suffer from an identification problem.

Several studies have shown that burdensome labour regulations can hinder job creation. There is evidence that labour regulation in India's retail sector is detrimental to job creation and that labour reforms could increase employment in the sector by as much as 22% for an average store. This is a large effect when we take into account the fact that the retail sector in India is the second-largest employer providing jobs to 9.4% of all workers. Results also show that the harmful effect of burdensome labour laws on employment is particularly strong for large retailers. This is important because the retail sector in India is rapidly moving towards large-sized retailing (Amin, 2007)

2.5 Extent and frequency of casualisation in the region

It is evident that several multinational retail trade companies including Shoprite, PEP Stores and Spar have the reputation of engaging the bulk of their employees on casual employment contracts even for jobs that are essentially permanent such as cashiers. This is true in their regional footprint in southern African countries such as South Africa, Zambia, and Lesotho. Some employers who engage casual employees give them six-month contracts that are often rolled over to avoid breaching the law on casual employment (Bodipe, 2006).

In an attempt to obscure their casual labour status, employees are given deceptive job titles such as 'student' to hide their casual employment status. Casual employees receive remuneration for the day, and they do not have any other working benefits.

The labour laws in Zambia regarding employment, wages and conditions of employment, and employment benefits do not apply to casual employees (Bodipe, 2006). Casual labour employees are not guaranteed benefits such as a legal minimum wage, job security, allowances or terminal benefits.

Cheadle (2006, cited in Kuipers, 2014) adds that casualisation also places downward pressure on permanent workers because they live in constant fear of losing their jobs. They thus become

susceptible to management pressure as a direct result of casualisation as it increases job insecurity of workers.

2.6 Problems experienced by casual workers

2.6.1 Impact on sector

Kuipers (2014) asserts that the removal of barriers to trade and capital flows has opened up cost-cutting competition between and within countries and companies with the result that employers bypass labour laws triggering a process of informalisation either through outsourcing or retrenchment. Employers have more power over workers as the workers have a fear of losing jobs. The growth of non-standard employment practices has eroded the quality of labour protection, making a reappraisal of labour policies and laws imperative (ILO, 2011, cited in Kuipers, 2014).

Bodipe (2006) indicated that there are health and safety implications involved because casuals are required to work for extended hours, sometimes without sufficient breaks. The extended hours of doing the same job leads to strain, muscle pain and fatigue, which affect the worker's life expectancy. Sometimes workers are not provided with protective clothing.

The rise of casualisation has led to labour markets characterised by eradication of permanent jobs and lack of progression for casual workers. There is a lack of job opportunities because new positions available are casual jobs and there are workers that have worked in these positions for years (Bodipe, 2006).

Many of the desired employee attitudes and behaviours can only be fostered through a long-term relationship, which includes employment prospects and mutual trust. However, the negative side effect is the increase of numerical flexibility even for the core employees (Rigotti, et al., 2009).

The labour market reconfigures segmentation based on the type of employment as well as reproduces gender and racial inequality. Mostly young women occupy casual positions and have no hope for advancement to better positions. It is the Africans that are likely to be employed as casual workers more than other racial groups (Bodipe, 2006).

Casual workers have no access to the Compensation fund so they are not assisted in the event of work-related accidents or death, resulting in themselves and their dependents being left impoverished as they do not have access to injury on duty claims or workplace attained disease (Bodipe, 2006).

The new forms of employment such as casualisation are not covered by traditional labour laws because the definition of an employee does not cover casual workers. Omission of particular categories of workers in labour laws has been used to circumvent compliance. Casual workers are not given social protection because they cannot afford to contribute to a pension fund. If they have to leave work due to old age or any other reason, a worker has to rely on their family members or try subsistence farming to survive. This tends to transfer the burden to society that would have been the responsibility of the companies.

2.6.2 Impact on workers

a) Poor conditions of service and lower remuneration

Modipe (2006) suggests that casualisation has negative impacts on workers that include the fact that there is a difference in conditions of service and pay between full-time employees and casual employees within the same company. It is the full-time employees that have the advantage as they belong to a trade union and have improved pay and working conditions. This means that casual workers have lesser pay and do not have benefits such as medical aid and retirement packages. Modipe (2006) points out that, for casual workers in the retail sector in Zimbabwe, casualisation has affected their lives in the sense that some have been casuals for over ten years. Casualisation has also impacted the workers' health and safety. The decline in job security has left workers finding it difficult to participate in the health and safety procedures at the work. Accidents at the workplace often go unreported to relevant authorities for fear of negative consequences from their employers.

b) Increased job insecurity

Modipe (2006) also highlights that casualisation has increased job insecurity in the workplace both on the part of permanent and casual workers. It is the permanent employees who live in

constant fear of losing their jobs and the accompanying benefits, while casual workers are susceptible to management pressures because they also fear losing their jobs.

c) Casual workers cannot afford to sustain their families

The wages of casual workers are not enough for them to support their families. Thus, these workers complement their income by having alternative jobs in the informal sector or other cash-generating activities, which can lead to exhausted workers causing work related accidents, and to poor work-life balance.

d) Casual workers fail to belong to a trade union due to several reasons

There are many reasons why the trade union movement is unable to recruit and retain casual workers. The work is intermittent and constantly changing in nature. A good example of this is the subcontracted workers who shift from one workplace to another. This makes it difficult for trade unions to access workers.

There is also a fear by casual workers as they do not want to associate with unions because they may lose their jobs. Employers threaten workers, especially casual workers, that they will lose their jobs if they join unions.

2.7 Conclusion

The literature review introduced the definitions of casual labour and gave a perspective of casual labour within the wholesale and retail sector. The chapter also gave a review of the reasons why casualisation was introduced, which included the economic crisis, demand for talent, information technology developments, as well as labour market deregulation. A global perspective of casualisation was given which explored countries such as Australia, UK, India and the African regional perspective. The chapter also explored the problems experienced by casual workers and the impact on the sector and the impact on workers, which included poor conditions of service and lower remuneration, increased job insecurity, casual workers' affordability to sustain their families, and the fact that casual workers fail to belong to a trade union and the reasons for this.

3. Research Methodology

The research methodology consists of qualitative and quantitative research. The research method applied in this research is quantitative, which aimed at investigating the casualisation of labour in the Wholesale and Retail sector. Positivism emphasizes the objectivist approach to studying social phenomena, which gives credence to methods focusing on quantitative analysis, surveys and experiments. The collection of verifiable empirical evidence supports theories or hypotheses, but the theory is subject to revision or modification as new evidence is found (Dash, 1993).

In the positivist paradigm, the object of study is independent of the researchers, supposedly without any bias, while knowledge is discovered and verified through direct observations or measurements of phenomena. An argument is constructed by taking apart a phenomenon to examine its component parts (Babbie, 2008:45).

This research also included the qualitative research method. Qualitative research refers to any data collection technique or data analysis procedure that generates non-numerical data (Saunders, et al., 2009). Qualitative research seeks to achieve an in-depth understanding of a situation. It is designed to tell the researcher how (process) and why (meaning) things happen as they do (Cooper & Schindler, 2011). Qualitative research provides a place for perception studies, looking at what people feel, or think, is going on at work, as this will affect strategic long-term decisions in the organization (Greener, 2008). The researchers saw it prudent to use both the qualitative research and quantitative research methods because this would enable the researchers to unearth and consolidate the emerging issues.

3.1 Research Design

The research design may be regarded as a framework or blueprint for conducting a research project, or as a conduit through which conditions for collecting and analysing data are synthesized. According to Babbie (2008), it is a strategy or scientific inquiry aimed at finding something. Its aim is to plan and structure a research project in such a way that the validity of the research findings is maximized (Mouton & Marais, 1991).

3.2 Sampling

The researchers distributed questionnaires to employees mostly within managerial positions at retailers in South Africa especially in human resources. Interviews were conducted with the retailers in management positions to solicit their views about the casualisation of labour within their respective companies in particular, and within the wholesale and retail sector in general.

Qualitative research is aimed at gaining a deep understanding of a specific organization or event, rather than surface descriptions of a large sample of a population. It aims to provide an explicit rendering of the structure, order, and broad patterns found among participants. It generates data about human groups in social settings (University of Southern California libraries, n.d.).

The sample was a total of 21 respondents, comprised as follows:

Table 1: Sample composition

	Small retailers	Medium retailers	Large retailers
Quantitative survey	6	2	6
Qualitative interviews	3	1	3
TOTAL	9	3	9

3.3 Instrument

The researchers used the questionnaire (see Annexure A) to solicit the answers and asked participants for explanations and their responses were captured electronically. The questions were designed to contain both open and closed-ended questions. Interviews were also held with a strong focus on the retailers and W&RSETA supported constituencies.

3.4 Data collection

The questionnaires were administered using an online mechanism. The questionnaires were distributed to all relevant participants' and constituencies which comprise small, medium and large retail entities. The responses were collected online, through e-mails and the internet.

4. Findings

The responses from the retail managers to the e-mailed questionnaire were analysed (Annexure A).

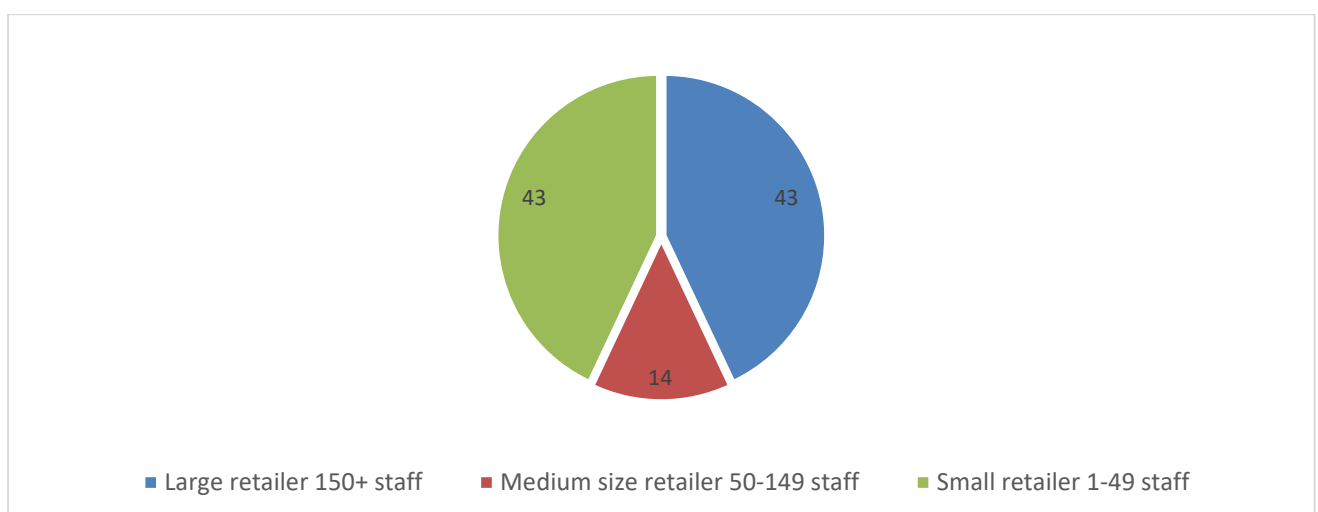
The data was analysed according to the following:

- Staff compliment
- Number of staff in participating organisations
- Skills levels of staff
- The factors influencing casual labour
- The factors that impact future employment of casual labour
- Trends and patterns and forces influencing casual labour.
- Strategies employed by organisations to attract and retain casual labour
- Ways in which the retail industry can reduce the negative impact of casualization on the sector, on the workers and on customers.

4.1 Staff compliment

The respondents' organisations ranged from large to medium to small organisations, with small and large making up 86% of respondents (43% each), while medium organisations made up the balance of 14%, out of a total of 21 respondents.

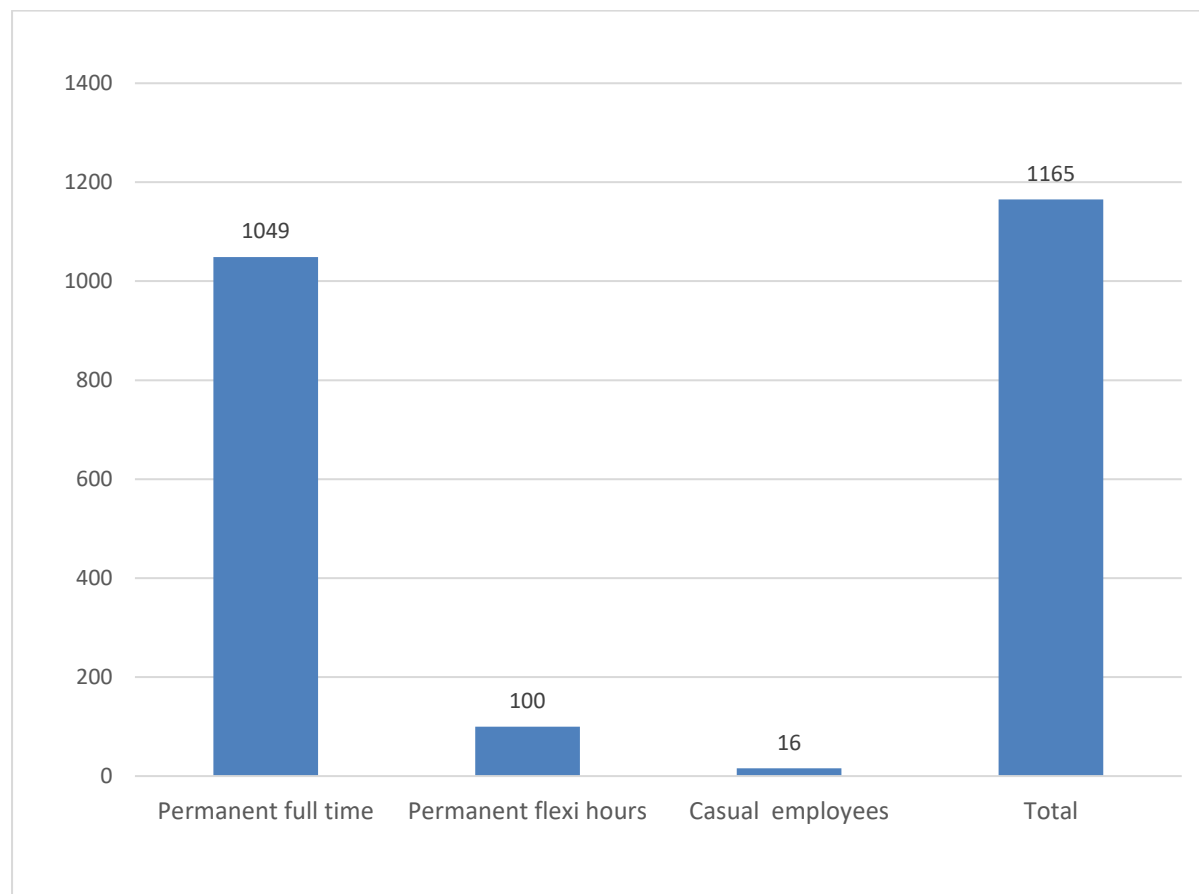
Figure 2: Organisations staff compliment



4.2 Number of staff in participating organisations

The number of staff of the organisations that participated include 1049 permanent staff, 100 permanent flexi staff and 16 casual staff members. The majority of the staff are permanent, with less than 10% being flexible staff including casual labour.

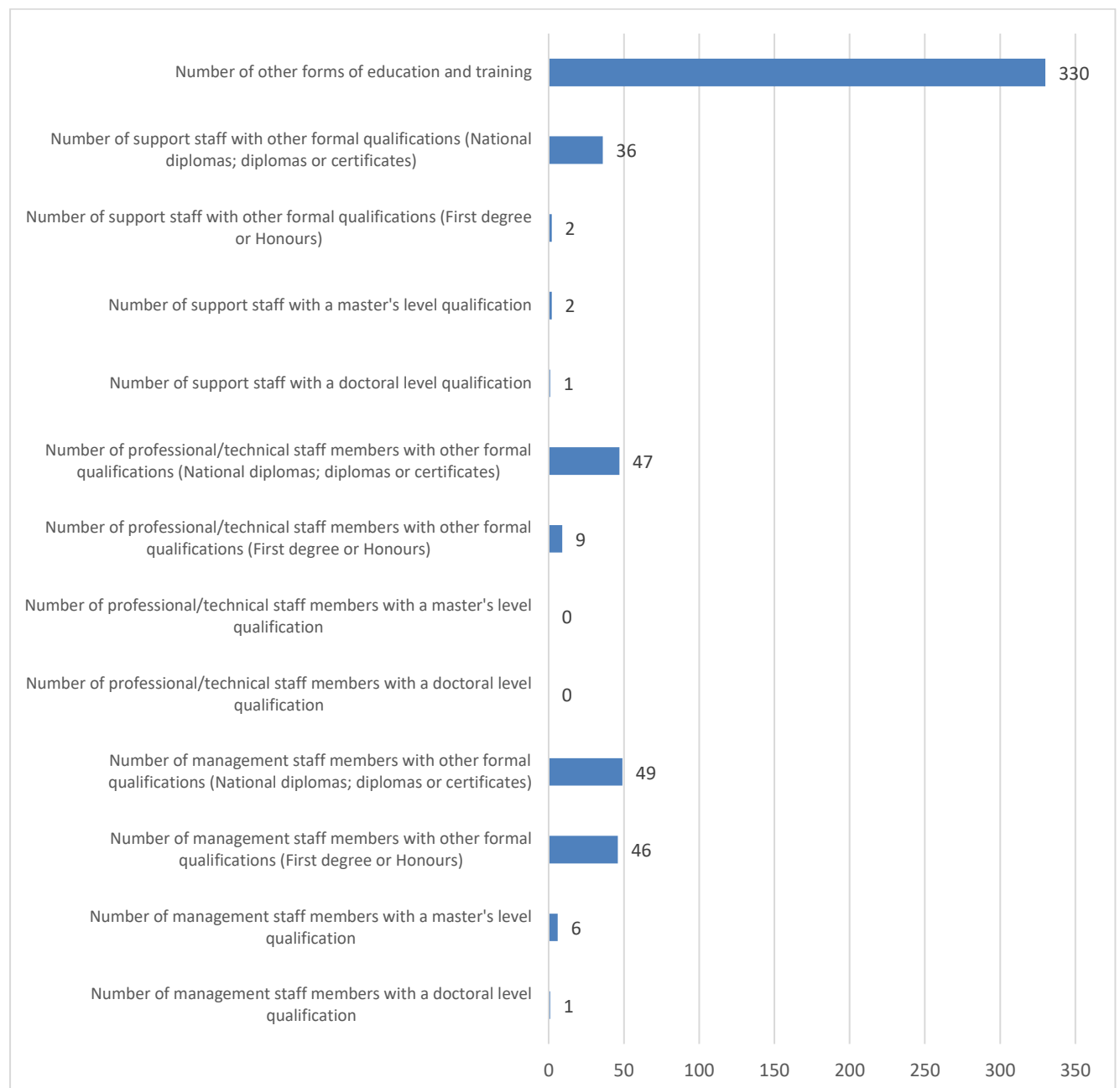
Figure 3: Number of staff employed in organisations that participated in the study



4.3 Skills levels of staff

The skills levels of the staff of the participants ranged from various forms of education and training to doctoral levels. Professional staff and management had the highest levels of qualifications compared to support staff.

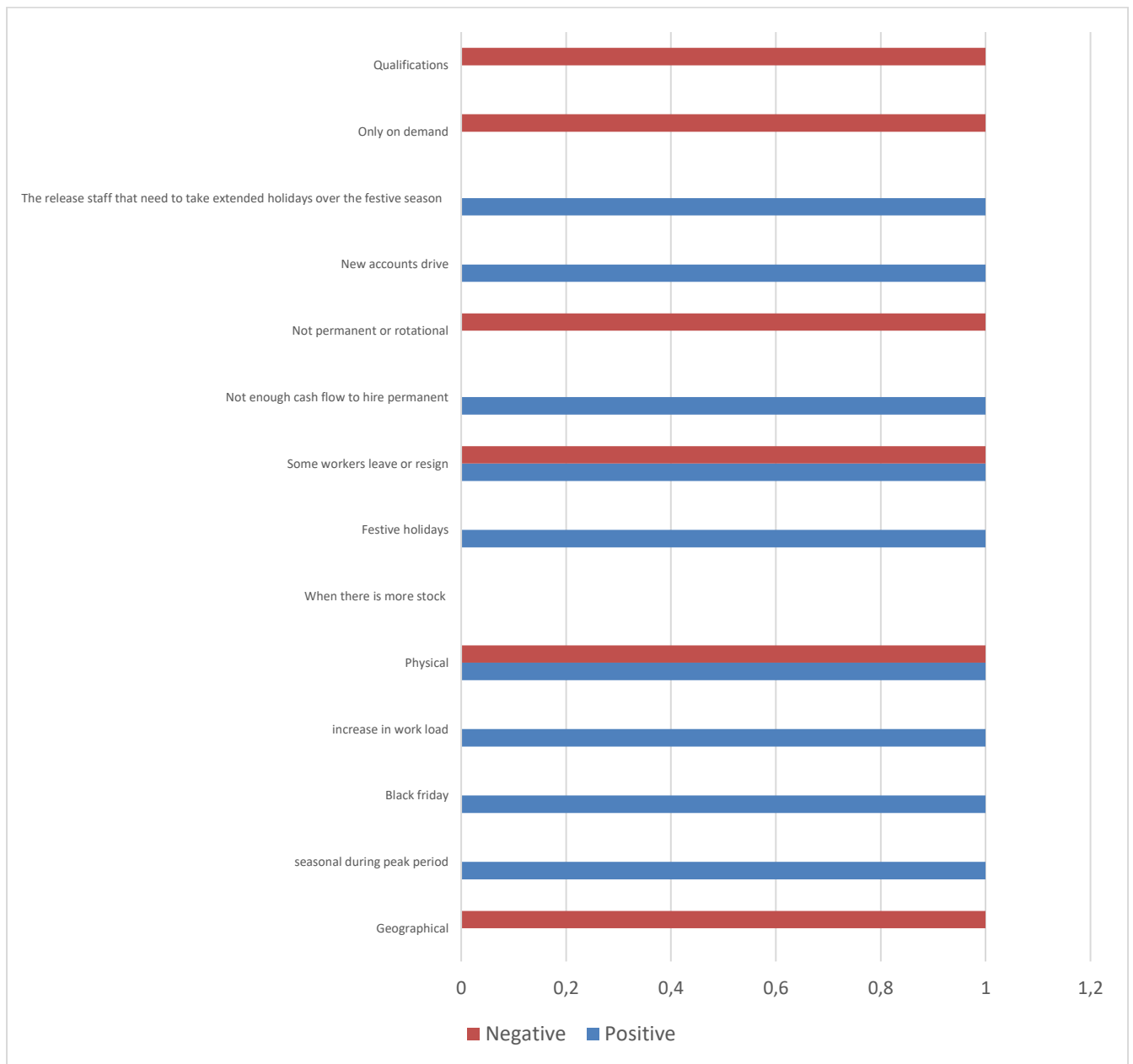
Figure 4: Skills levels of permanent appointed staff



4.4 The factors influencing casual labour

There are many factors that participants indicated influence casual labour such as new account drive, not enough cash flow to hire permanent staff, festive holidays, increase in workload, amongst others. The negative factors include qualifications, only on-demand, geographical and some workers leave and resign, being amongst those.

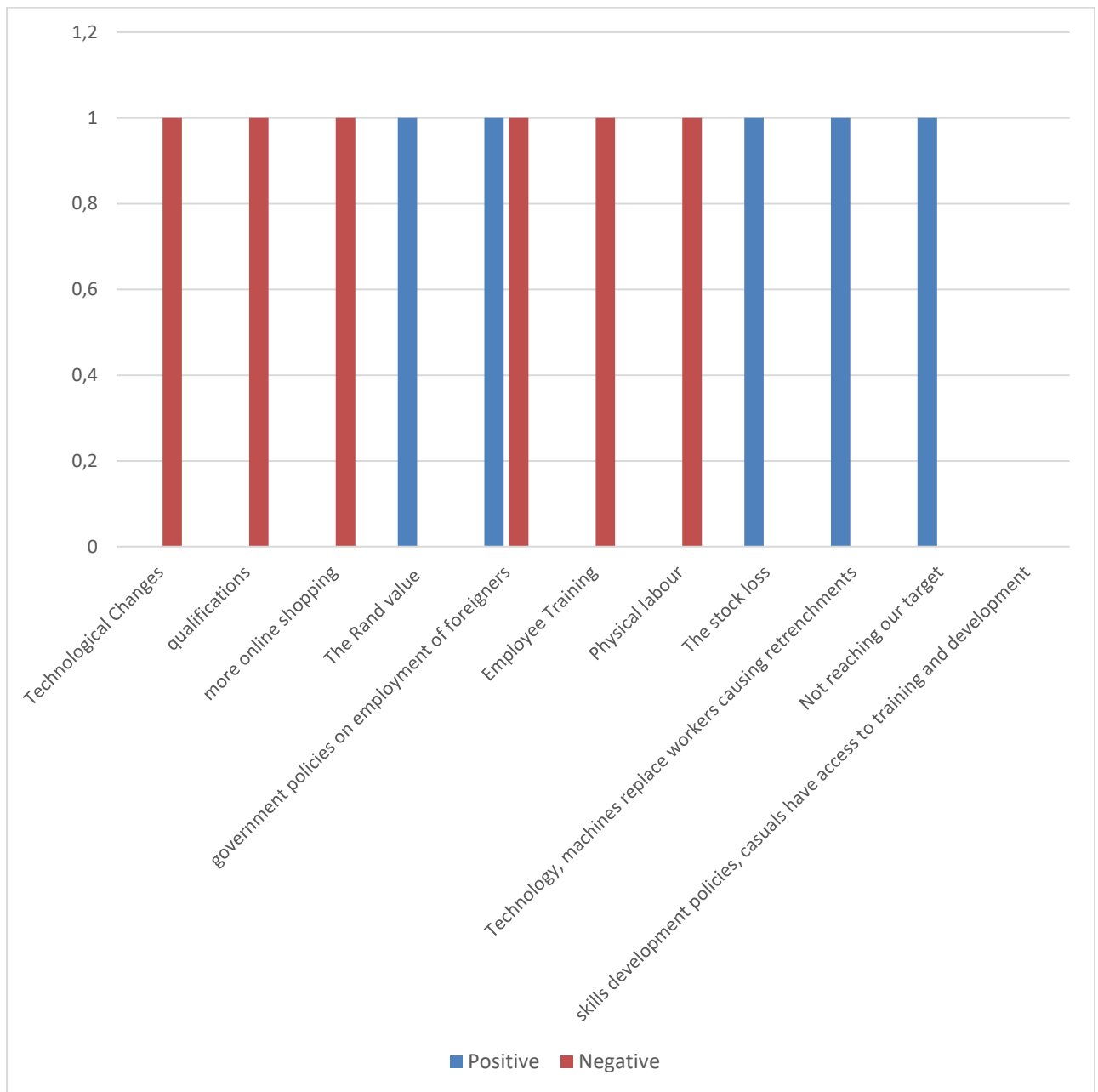
Figure 5: Factors influencing the employment of casual labour



4.5 The factors that impact future employment of casual labour

The organisations indicated that some of the negative factors that influence future casual labour employment include technological changes, qualifications, more shopping online, amongst others. The positive aspects include the rand value, technology machines replacing workers, and not reaching targets.

Figure 6: Factors impacting the future employment of casual labour



4.6 Trends and patterns and forces influencing casual labour.

The organisations have identified numerous trends and patterns and forces that influence casual labour. The trends and patterns included peak season for hiring casual staff, absenteeism and Black Friday, amongst others, whereas the forces identified included the need to attract more customers, the minimum required number to meet operational requirements and increase of target value amongst others. Refer to the Table 2 below.

Table 2: Trends and patterns and Forces

Trends and patterns	Forces
2 months Nov and Dec we hire casuals	Busy times
Peak season we hire casuals	Require more assistance to provide exceptional customer experience
Peak season	Require more staff on till points
During the year we open accounts	We need to attract more customers
Beginning of year companies employ new staff. This is the time when we lose skilled casual employees	Beginning of year companies employ new staff and casuals leave us.
Absenteeism	Require a minimum number of employees on a daily basis in order to meet our operational requirements
We employ more casuals during festive season	Increased demand during this time
Need to employ more casuals	Holiday time increase in demand
More specials and customers e.g. during Black Friday	To increase our target value

4.7 Strategies employed by organisations to attract and retain casual labour

The organisations have adopted various strategies to attract and retain casual labour and these include (Refer to Table 3 below):

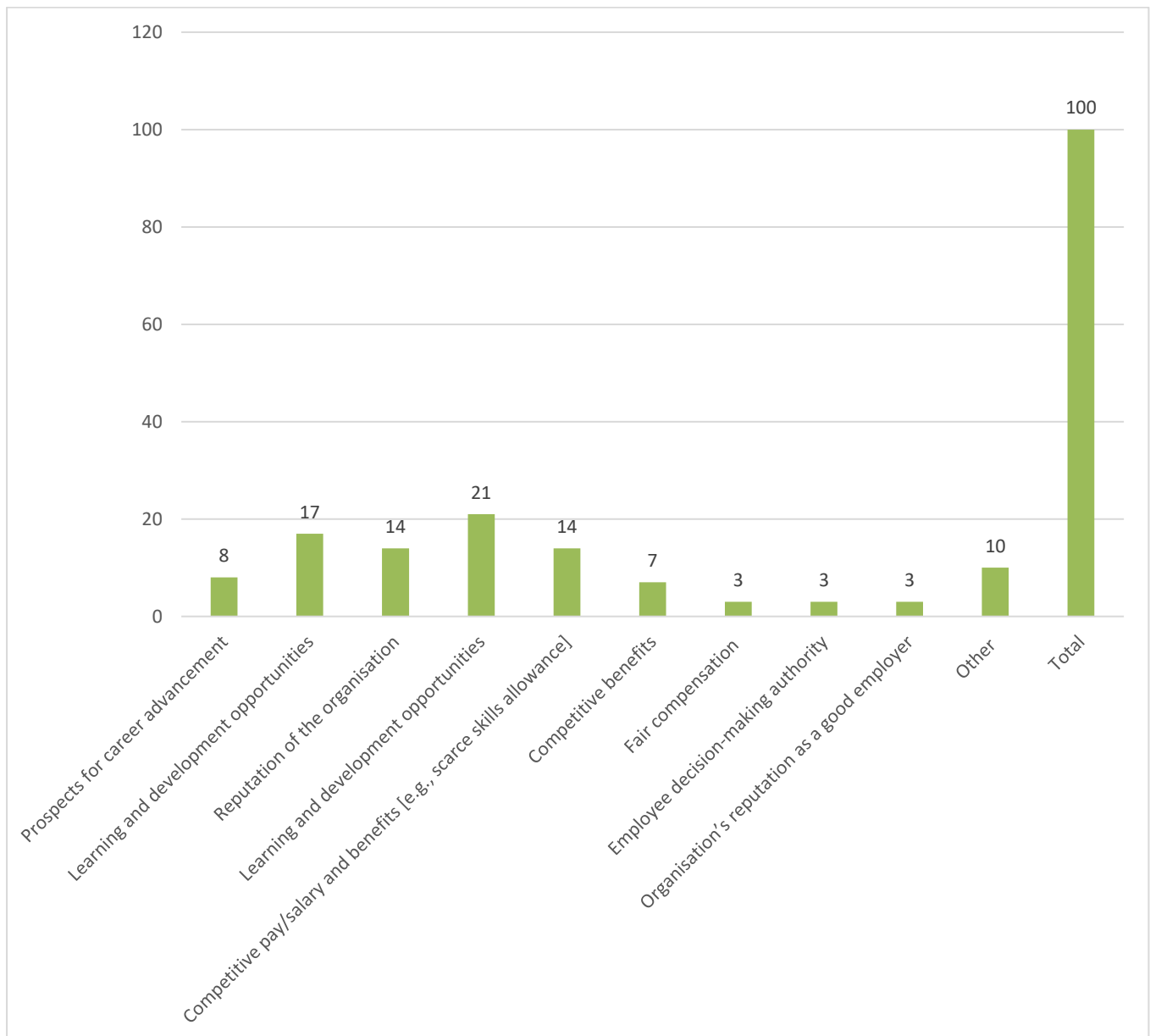
- Prospects of career advancement,
- Learning and development opportunities,
- The reputation of the organisation,
- Competitive benefits,
- Fair compensation, amongst others.

Table 3: Strategies your organisation implements to attract and retain skilled casual labour

Strategy	Frequency
Work/life balance [healthy workplace]	5
Prospects for career advancement	4
Learning and development opportunities	6
Retention strategies	4
Learning and development opportunities	2
Competitive pay/salary and benefits [e.g., scarce skills allowance]	1
Competitive benefits	1
Fair compensation	1
Employee decision-making authority	3
Organisation's reputation as a good employer	0
Total	27

Figure 7 below indicates that learning and development opportunities were used more frequently, 38% as compared to fair compensation, competitive pay and competitive benefits at 3% respectively.

Figure 7: Strategies to retain casual labour employed by organisations



4.8 Ways in which the retail industry can reduce the negative impact of casualization on the sector, on the workers and on customers.

The respondents indicated many ways in which the retail sector can reduce the impact of casualisation on the sector and these are included in Table 4 below. Some of the noteworthy ones include: Casuals not having a stable salary, Employees facing stock losses and Continue with development so that one day they will become permanent employees.

Table 4: Ways in which the negative impact of casualization on sector, workers and customers can be reduced

1.	Conduct training on the transition between school and workplace
2.	Casuals not having a stable salary
3.	Keep workers motivated so that they can put extra effort. This will increase morale and performance
4.	The need to stay employed and conform to policies and procedures in the workplace
5.	Employees facing stock losses
6.	Make them feel like they belong eg monthly/ weekly awards, worker of the month
7.	Permanent people not getting an increase
8.	Continue with development so that one day they will become permanent employees

5. RECOMMENDATIONS

The recommendations are based on the findings of the research and include the following:

5.1 The factor influencing casual labour

There is a need to increase casual labour to improve employment in the country and in the retail sector. The areas identified that increase the employment of casual labour should be considered, such as new account drives, festive holidays and an increase in work-load.

5.2 The factor that impact future employment of casual labour

Numerous factors impact future employment of casual labour and these were iterated by the participants. The negative factors such as technological changes and qualifications can be used to train casual labourers in the new technologies to increase their chances at continuous employment and even permanent employment. The training of casual labour to improve their qualifications can also assist them in retaining employment and improving their chances of permanent employment.

5.3 Trends and patterns and forces influencing casual labour.

The factors that increase casual labour such as peak season for hiring casual staff and Black Friday should be extended through marketing to allow the expansion of hiring of casual labour during these peak shopping times. Other measures as stated by respondents include the need to attract more customers and the increase of target values. These will have a positive effect on the employment of casual labour in the wholesale and retail sector.

5.4 Strategies employed by organisations to attract and retain casual labour

The wholesale and retail sector should continue, and promote, aspects that lead to retention of casual labour, such as prospects of career advancement, creating learning and development opportunities, providing competitive benefits to casuals and providing fair compensation.

5.5 Ways in which the retail industry can reduce the negative impact of casualization on the sector, on the workers and on customers.

It is imperative to reduce the impact of casualisation on the sector and organisations should ensure that casuals have a stable salary, train casuals on the impacts of stock losses so that they can assist in curbing this trend. Employers should also continue with the development of their casual labour force so that one day they will become permanent employees.

6. CONCLUSION

The literature review indicated that there are challenges with casual labour in the various countries. Some of these challenges are also experienced within the wholesale and retail sector in South Africa. One of the growing trends is the growth of casual labour in recent years. This was mainly due to structural change according to industry, such as privatisation, reduction in unionisation and an increased incidence of casual employment in new workplaces and firms. A concern raised was that wages of casual workers are not enough for them to support their families. These workers therefore complement their income by having alternative jobs in the informal sector or other cash-generating activities, which can lead to exhausted workers causing work related accidents, and to poor work-life balance.

The research findings were based on staff complement, number of staff in participating organisations, their skill levels, factors and forces influencing casual labour, factors that impact future employment of casual labour, trends and patterns, strategies employed by organisations to attract and retain casual labour, as well as ways in which the retail industry can reduce the negative impact of casualization on the sector, on workers and on customers.

The key findings indicate a need to increase casual labour to improve employment in the country and in the retail sector. The following could be considered such as new account drives, festive holidays and an increase in work-load. There were also negative factors such as technological changes and qualifications that were indicated and these can be mitigated through the training of casual labourers on the new technologies to increase their chances of continuous employment and even permanent employment.

It was indicated that factor that increase casual labour are peak season for hiring casual staff and Black Friday, amongst others. If these could be extended through marketing campaigns, they will contribute positively to the employment of casual labourers in the wholesale and retail sector and thus reducing unemployment in the country.

The wholesale and retail sector should implement mechanisms to retain casual staff, such as improved prospects of career advancement, creating learning and development opportunities and providing competitive benefits to casuals and providing fair compensation.

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Annexure A



Research Questionnaire on Casualisation of labour in the SA retail sector.

Introduction

Cape Peninsula University of Technology (CPUT) through the Wholesale and Retail Leadership Chair has appointed OD Management Services to conduct research on Casualisation of labour in the SA retail sector.

This research aims to ascertain the status of the casualisation of labour in retail sector, evaluate the impact of casualisation of labour on the retail sector as well as identify skills needs of casual labour in retail. The research will be based on a literature review, followed by both qualitative and quantitative research measuring the extent of the use of casual labour in the wholesale and retail sector. It seeks to identify the status and frequency/volume of casual employees in the retail sector and any problems experienced by casual workers and suggest ways that the retail industry can reduce the negative impact of casualization on the sector, on the workers and on customers, if there are such negative impacts.

The main aim of the research is to produce a research report that will include:

- Identify the status and frequency/volume of casual employees in the retail sector
- Identify any problems experienced by casual workers and
- Suggest ways that the retail industry can reduce any negative impacts of casualization on the sector, on the workers and on customers.

For more information, please contact **Dr Burton Malgas Cell: 0836479470, email: odmanagementservices@boma.co.za**.

The questionnaire is made up of the following sections:

Section A deals with your organisational profile

Section B deals with status of the casualisation of labour in your company.

Section C deals with skills needs of casual labour

Section D deals with problems experienced by casual workers

Section E is for suggested ways that the retail industry can reduce any negative impacts of casualization on the sector, on the workers and on customers.

Section F is general feedback

Completed survey questionnaires should please be submitted by the latest Friday 30 September 2019, to Dr Burton Malgas at above email address.

SECTION A: ORGANISATIONAL PROFILE

A1. Please fill in your organisational details

	NAME	
1.1	Name of organisation	
1.2	SDL No [if levy paying]	

A2. Please provide your personal details for any further follow-ups if required.

Title [√ one]	Prof		Dr		Ms		Mr		Other	
Surname										
Names in full										
Position										
Contact Details										
	Office Numbers									
	Cell numbers									
	Fax Number									
	E-mail Address									
Postal Address										
										Code:

A3. Indicate the organisation's staff complement. Please tick the most appropriate.

	Nature of Wholesale and Retail Organisation	√
3.1	Large retailer 150+ staff	
3.2	Medium size retailer 50-149 staff	
3.4	Small retailer 1-49 staff	

SECTION B: STATUS OF THE CASUALISATION OF LABOUR IN YOUR COMPANY.

B1. No of Staff employed.

	No of staff employed	No.
4.1	Permanent full time	
4.2	Permanent flexi hours	
4.4	Casual employees	
4.6	Total	

B2. Please provide the current skills levels of permanently appointed staff

	Highest level of qualification	Number
1.1	Number of management staff members with a doctoral level qualification	
1.2	Number of management staff members with a master's level qualification	

1.3	Number of management staff members with other formal qualifications (First degree or Honours)	
1.4	Number of management staff members with other formal qualifications (National diplomas; diplomas or certificates)	
	Total	
1.5	Number of professional/technical staff members with a doctoral level qualification	
1.6	Number of professional/technical staff members with a master's level qualification	
1.7	Number of professional/technical staff members with other formal qualifications (First degree or Honours)	
1.8	Number of professional/technical staff members with other formal qualifications (National diplomas; diplomas or certificates)	
	Total	
1.9	Number of support staff with a doctoral level qualification	
1.10	Number of support staff with a master's level qualification	
1.11	Number of support staff with other formal qualifications (First degree or Honours)	
1.12	Number of support staff with other formal qualifications (National diplomas; diplomas or certificates)	
1.13	Number of other forms of education and training	
	Total	

B3. Identify the main factor/s (maximum five) influencing the employment of casual labour in your organisation.

	Factor	Positive	Negative
2.1			
2.2			
2.3			
2.4			
2.5			
2.6			
2.7			

B4. Identify the main factor/s (maximum five) that will influence, or impact on, FUTURE employment of casual labour in your organisation and indicate with a tick (✓) for each whether it may be positive or negative

	Factor	Positive	Negative
3.1			
3.2			
3.3			

3.4			
3.5			
3.6			
3.7			

B5. Please give an account of the employment trends and patterns of casual labour in your organisation, and list the forces or factor/s which drive the employment of casual labourers.

Trends and patterns	Forces

SECTION C: SKILLS NEEDS OF CASUAL LABOUR

‘Scarce skills’ refer to those occupations in which there is a scarcity of skilled, qualified and experienced people to fill particular roles or occupations in the labour market, currently or in the future, either because such skilled people are not available or they are available but do not meet employment criteria.

Scarcity often manifests itself in an inability to fill positions over prolonged periods of time, above average growth in remuneration and the inability of small organisations and rural areas to attract skilled people.

(For more information of scarce skills, please refer to the DHET Guidelines: Organising Framework for Occupations (OFO), 2013.

1. a) Please rate the following regarding how important you think the following scarce skills are in your organisation, where:

1= High (immediate, within 1-2 years)

2= Medium (moderate, within 2-4 years)

3=Low (anticipated in future, 5+ years)

C1. Indicate the most appropriate scarce skill need (occupation) according to rating and also tick the most appropriate reason for its scarcity. If you need to add more scarce skills please use the correct occupational code in accordance with the DHET’s publication ‘The Organising Framework for Occupations (OFO) 2013’, available from www.dhet.gov.za.

[illegible]

Intervention/s	Short Term (Please tick)	Medium term (Please tick)	Long term (Please tick)

C3. What is the impact of new technologies on employment and skills requirements for casual labour in your organisation; please rate high, medium or low:

Type of new technology	High (Please tick)	Medium (Please tick)	Low (Please tick)

C4. Identify the main opportunities (Eg. Technology, labour, etc.) for the employment of casual labour within the retail sector and the likely impact eg. High, Medium, Low.

Opportunities	High (Please tick)	Medium (Please tick)	Low (Please tick)

C5. Identify the main threats (Eg. Technology, labour, etc.) to casual labour within the retail sector and the likely impact eg. High, Medium, Low.

Threats	High (Please tick)	Medium (Please tick)	Low (Please tick)

C6. Provide examples of strategies that your organisation implements to attract and retain skilled casual labour and comment on their effectiveness

Attractive drivers	√	Effectiveness (1=very effective through to 5=least effective)
Competitive pay/salary and benefits [e.g., scarce skills allowance]		
Performance-based pay		
Work/life balance [healthy workplace]		
Prospects for career advancement		
Learning and development opportunities		
Reputation of the organisation		
Potential employment		
Others: Specify		
Retention strategies	√	Effectiveness (1=very effective through to 5=least effective)

Learning and development opportunities		
Competitive pay/salary and benefits [e.g., scarce skills allowance]		
Competitive benefits		
Fair compensation		
Employee decision-making authority		
Organisation's reputation as a good employer		
Others: Specify		

SECTION D: DEALS WITH PROBLEMS CAUSED AND EXPERIENCED BY CASUAL WORKERS

D1. List any problems caused by Casual labourers in your organisation and tick of the extent (please tick appropriate block?)

Problems	High (Please tick)	Medium (Please tick)	Low (Please tick)

SECTION E: SUGGESTED WAYS THAT THE RETAIL INDUSTRY CAN REDUCE THE NEGATIVE IMPACT OF CASUALIZATION ON THE SECTOR, ON THE WORKERS AND ON CUSTOMERS

E1. Suggest ways in which the retail industry can reduce the negative impact of casualization on the sector.

1	
2	
3	

E2. Suggest ways in which the retail industry can reduce the negative impact of casualization on the workers

1	
2	
3	

E3. Suggest ways in which the retail industry can reduce the negative impact of casualization on customers.

1	
2	

3

E4. Does your company intend employing casual workers and what percentage do they make of company?

Number	Percentage
--------	------------

SECTION F : FEEDBACK

F1. Any other feedback

Thank you for your participation in this survey, it is greatly appreciated.



MANAGEMENT SERVICES

To be a leading consultancy company through quality products and services



Please email completed questionnaires to

E-mail: odmanagementsvs@gmail.com

Any enquiries should be directed to Dr Burton Malgas

Telephone: 011 8277545

Fax: 086 231 3685

Mobile: 083 647 9470

Annexure B – Ethics clearance



P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535


Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS AND MANAGEMENT SCIENCES
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At a meeting of the Faculty's Research Ethics Committee on **30 April 2019**, Ethics **Approval** was granted to **Prof Roger Mason** for research activities at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	CASUALISATION OF LABOUR IN THE SA RETAIL SECTOR Lead Researcher/Supervisor: Prof R Mason
---------------------------------------	--

Comments:

Decision: Approved

 <hr/> Signed: Chairperson: Research Ethics Committee	<hr/> 17 June 2019 <hr/> Date
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Clearance Certificate No | FOBREC679

Annexure C – Turnitin Similarity Report

Turnitin Originality Report									
Processed on: 12-Mar-2020 14:18 CAT									
ID: 1274262434									
Word Count: 9937									
Submitted: 1									
Casualisation in retail By Burton Malgas	<table border="1"><tr><td>Similarity Index</td><td>Similarity by Source</td></tr><tr><td>8%</td><td>Internet Sources: 8%</td></tr><tr><td></td><td>Publications: 0%</td></tr><tr><td></td><td>Student Papers: 0%</td></tr></table>	Similarity Index	Similarity by Source	8%	Internet Sources: 8%		Publications: 0%		Student Papers: 0%
Similarity Index	Similarity by Source								
8%	Internet Sources: 8%								
	Publications: 0%								
	Student Papers: 0%								

8% match (Internet from 13-Aug-2018)

https://sarpn.org/documents/d0002568/Effects_Casualisation_Nov2006.pdf

Project 2019/29: CASUALISATION OF LABOUR IN THE SOUTH AFRICAN RETAIL SECTOR I
Project 2019/29: CASUALISATION OF LABOUR IN THE SOUTH AFRICAN RETAIL SECTOR
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Chair Cape Peninsula University of Technology Cape Town "Collaboration opens the window
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