ASSIGNMENT TITLE: ANALYZING THE EFFECTS OF EMPLOYEE TURNOVER AT AMAZON AND HR SOLUTIONS: A CASE STUDY OF THE AMAZON CROYDON WAREHOUSE.

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CHAPTER1 Introduction

Ekawati et al. (2026) defined employee turnover as the pace at which employees leave an organisation, which has an impact on operational costs, productivity, and workforce morale.

A high turnover rate may indicate underlying challenges within recruitment practices, onboarding processes, or workplace conditions. According to Strouse and Reed (2021), a stable turnover level often reflects effective employee retention strategies and well-structured workforce planning. This research examines employee turnover at the Amazon Croydon warehouse. The chapter begins by reviewing relevant academic studies to provide contextual background for the research topic. It also outlines the main research objectives and questions that guide the study, helping to establish a clear focus. In addition, Akpe et al. (2023) stated that the chapter presents the overall conceptual framework guiding the methods applied for data collection, analysis, and interpretation within the fast-paced fulfilment centre environment, ensuring consistency and alignment throughout the dissertation.

1.1 Research Background

According to Pous-Vignon (2025), employee turnover is defined as the rate at which employees leave an organisation and are replaced, and it remains a significant challenge, particularly in labour-intensive industries such as logistics and warehousing.

Milhem et al. (2025) noted that although a certain level of employee turnover is considered normal, consistently high turnover rates can gradually reduce productivity, disrupt organisational stability, and negatively affect employee morale.

Turnover also raises recruitment and training costs, and new hires take time to become proficient, temporarily reducing efficiency.

The rapid rise of online retail has intensified the need for effective logistics and distribution systems. According to Mookerjee (2026), the rapid growth of e-commerce has increased pressure on fulfilment centres to manage larger volumes of orders, and Amazon operates an extensive global network of centres dedicated to order processing.

packaging, and delivery, with Amazon Croydon playing a crucial UK role. The fast-paced Croydon environment pushes staff to meet tight targets while performing physically demanding tasks; shift patterns, time pressure, and ongoing operational demands can challenge retention.

At the Amazon Croydon warehouse, employees often face demanding productivity targets alongside physically intensive tasks. Therefore, according to Akinwale et al. (2025), sustaining

a stable workforce at Amazon Croydon is essential for maintaining efficient operations and delivering consistent and reliable services.

However, high employee turnover can interrupt workflow processes, increase recruitment and training expenses, and place additional pressure on the remaining staff.

Silbernagel-Krohne and Moser (2023) stated that this study investigates employee turnover at the Amazon Croydon warehouse by analysing four main factors: low job security, limited career progression opportunities, challenges in maintaining work–life balance, and poor working conditions.

According to Wynendaele et al. (2025), the study seeks to gain a deeper understanding of the root causes of employee turnover and examine how it affects organisational performance and employee wellbeing.

1.2 Problem Statement

Abdulbaten et al. (2026) highlighted that high employee turnover levels can interrupt operational processes, raise expenses related to recruitment and training, and reduce overall organisational productivity.

Wang et al. (2025) stated that employee turnover has become a major challenge for organisations in labour-intensive sectors such as logistics and warehousing. For organisations that depend on efficient warehouse operations, maintaining a stable workforce is essential to ensure smooth and continuous business performance.

Within the Amazon Croydon warehouse, employees are expected to perform tasks in a fast-paced environment while meeting strict performance targets and operational requirements. Cretskens et al. (2026) stated that the physically intensive nature of warehouse work, along with shift patterns and performance demands, can make employee retention more difficult. These conditions may lead to workforce instability and increase the risk of employees leaving the organisation.

Bardon Lores (2024) noted that although employee retention is crucial in these operational contexts, there is still limited research focusing specifically on the factors affecting turnover within warehouse environments such as the Amazon Croydon facility.

Dhoopar et al. (2026) stated that this study seeks to investigate the key factors contributing to employee turnover and assess how these factors impact workforce stability and organisational efficiency.

1.3 Research Rationale

Silbernagel-Krohne and Moser (2023) stated that this study aims to determine the key factors influencing staff turnover at the Amazon Croydon warehouse.

According to Bardon Lores (2024), high levels of employee turnover can reduce productivity, raise recruitment and training costs, and have a negative impact on staff morale.

The research also builds on Aruldoss et al. (2022), who identify key factors influencing turnover, including job security, opportunities for career development, work–life balance, and the quality of working conditions.

By analysing these elements, the study seeks to generate practical insights for refining HR practices and improving retention at Amazon Croydon. The goal is to inform targeted interventions that sustain a stable, motivated workforce, enhance operational efficiency, and support long-term organizational performance at the site. This exploration will contribute to a nuanced understanding of how borderlines between security, development opportunities, and daily work experiences influence employees' decisions to stay or leave, offering evidence-based recommendations for managing turnover more effectively.

1.4 Scope of Study

Pei et al. (2025) stated that the study examines key factors influencing employee turnover, such as job security, career advancement, work–life balance and working conditions.

According to Li et al. (2025), these factors are analysed to understand how they shape employees' decisions to either remain with or leave an organisation.

Nainggolan (2026) explained that the study specifically investigates major factors that may affect employee turnover, such as job security, career advancement, work–life balance and working conditions.

Li et al. (2025) stated that these factors are examined to determine how they influence employees' decisions to either stay with or leave the organisation.

Akinwale et al. (2025) stated that the study focuses on the operational setting of the Amazon Croydon fulfilment centre and seeks to examine how workplace factors influence employee satisfaction, retention, and overall organisational performance.

By focusing on this specific site, the study offers a clear understanding of workforce challenges in warehouse and logistics settings. Nainggolan (2026) stated that the research examines key

factors affecting employee turnover, such as job security, career development opportunities, work–life balance and working conditions.

1.5 Research Aim and Objectives

This research investigates employee turnover and its effects on operations at the Amazon Croydon warehouse. Alkaabi et al. (2024) highlighted that high turnover can lower productivity, raise operational costs, and negatively influence employee morale and retention.

The research objectives are:

1. To determine the primary factors influencing employee turnover at the Amazon Croydon warehouse.
2. To explore how employee turnover impacts operational efficiency and workforce stability.
3. To evaluate strategies to reduce turnover and improve retention.
4. To recommend improvements to HR practices to enhance employee retention and organisational performance.

1.6 Research Questions

This research investigates employee turnover and its effects on warehouse operations at the Amazon Croydon facility. Bardon Lores (2024) stated that the study explores the factors driving turnover and how they affect organisational performance and workforce stability, noting that high turnover can lower productivity and increase operational expenses.

The research addresses four questions:

- What factors cause employee turnover?
- How does turnover affect operational efficiency?
- What strategies can reduce employee turnover?
- In what ways can human resource practices enhance employee retention?

CHAPTER 2 Literature Review

2.1 Introduction

Employee turnover has become a major concern for many organisations, particularly in labour-intensive industries such as logistics and warehousing. High employee turnover can affect organisational performance by increasing recruitment and training costs, reducing productivity, and disrupting operational efficiency. As businesses continue to expand within the rapidly growing e-commerce sector,

Vinazor and Baridula (2025) argues that keeping a stable and loyal workforce has become increasingly crucial. Organisations operating fulfilment centres must ensure that employees remain motivated and satisfied to maintain smooth operational processes and high service standards.

According to Maddock-James (2025), the Amazon Croydon warehouse plays a key role in facilitating logistics operations across the United Kingdom. Employees working in such environments often perform physically demanding tasks while meeting strict performance targets and working within time-sensitive delivery systems. These conditions can create workplace challenges that may influence employees' decisions to remain in or leave the organisation. As a result, understanding the factors that contribute to employee turnover in this setting is important for improving workforce stability and organisational efficiency.

This chapter reviews existing academic literature related to employee turnover and employee retention. It examines the concept of employee turnover, explores the main factors influencing turnover such as job security, career progression, work-life balance, and working conditions, and discusses relevant theoretical frameworks. According to Akinwale et al. (2025), the literature review also examines how employee turnover influences organisational performance and emphasises the research gaps that exist, particularly in warehouse settings such as the Amazon Croydon facility.

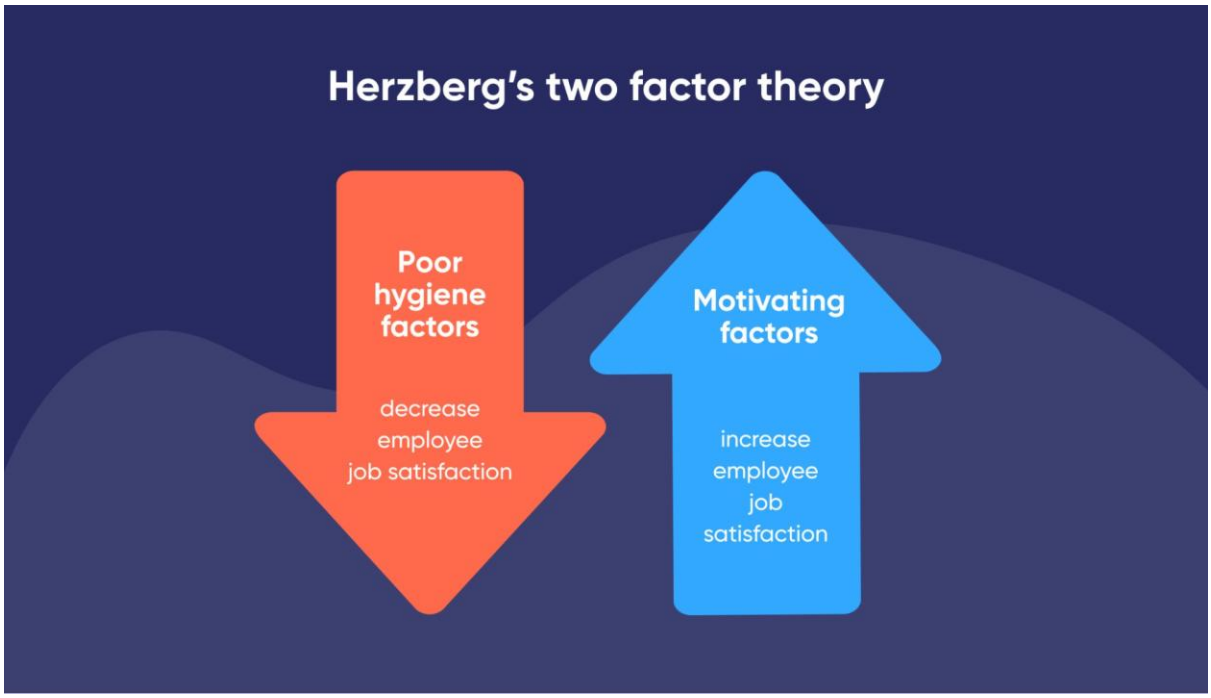
2.2 Theoretical Framework

According to Mardanov (2021), analysing employee turnover at Amazon Croydon requires a theoretical framework that explains how motivation and job satisfaction affect employees' decisions to remain with or leave the organisation. Klaue et al. (2025) stated that job demands, organisational support, and working conditions significantly influence employee retention. Prominent theories such as Frederick Herzberg's Two-Factor Theory and Abraham Maslow's Hierarchy of Needs offer valuable insight into this relationship. These frameworks help explain

how workplace factors shape employees' decisions to stay with or leave an organisation, particularly in high-pressure environments like warehouses, where both physical and mental demands are considerable.

Herzberg's Two-Factor Theory

figure - 1 Van der Heijden et al. (2024),



According to Van der Heijden et al. (2024), Herzberg's Two-Factor Theory distinguishes between hygiene factors and motivators, showing how different workplace elements affect employee satisfaction and play a role in employee turnover.

Hygiene factors: These include job security, salary, company policies, and working conditions. While they do not necessarily increase satisfaction, their absence can lead to dissatisfaction and a higher likelihood of turnover.

Hasan, and Sadat (2023) Elements such as achievement, recognition, career progression, and opportunities for personal growth enhance engagement and job satisfaction. At the Amazon Croydon warehouse, hygiene factors play a critical role because of the fast-paced and physically demanding nature of operations. Maneen et al. (2025) highlighted that a lack of job security, difficult working conditions, or poorly designed policies can lead to employee dissatisfaction and increase the likelihood of turnover. Conversely,

motivators such as career development opportunities, recognition for performance, and skill-building initiatives can foster commitment and increase retention. Herzberg's theory therefore provides a practical lens for understanding how both dissatisfaction and motivation influence employee turnover at Amazon Croydon.

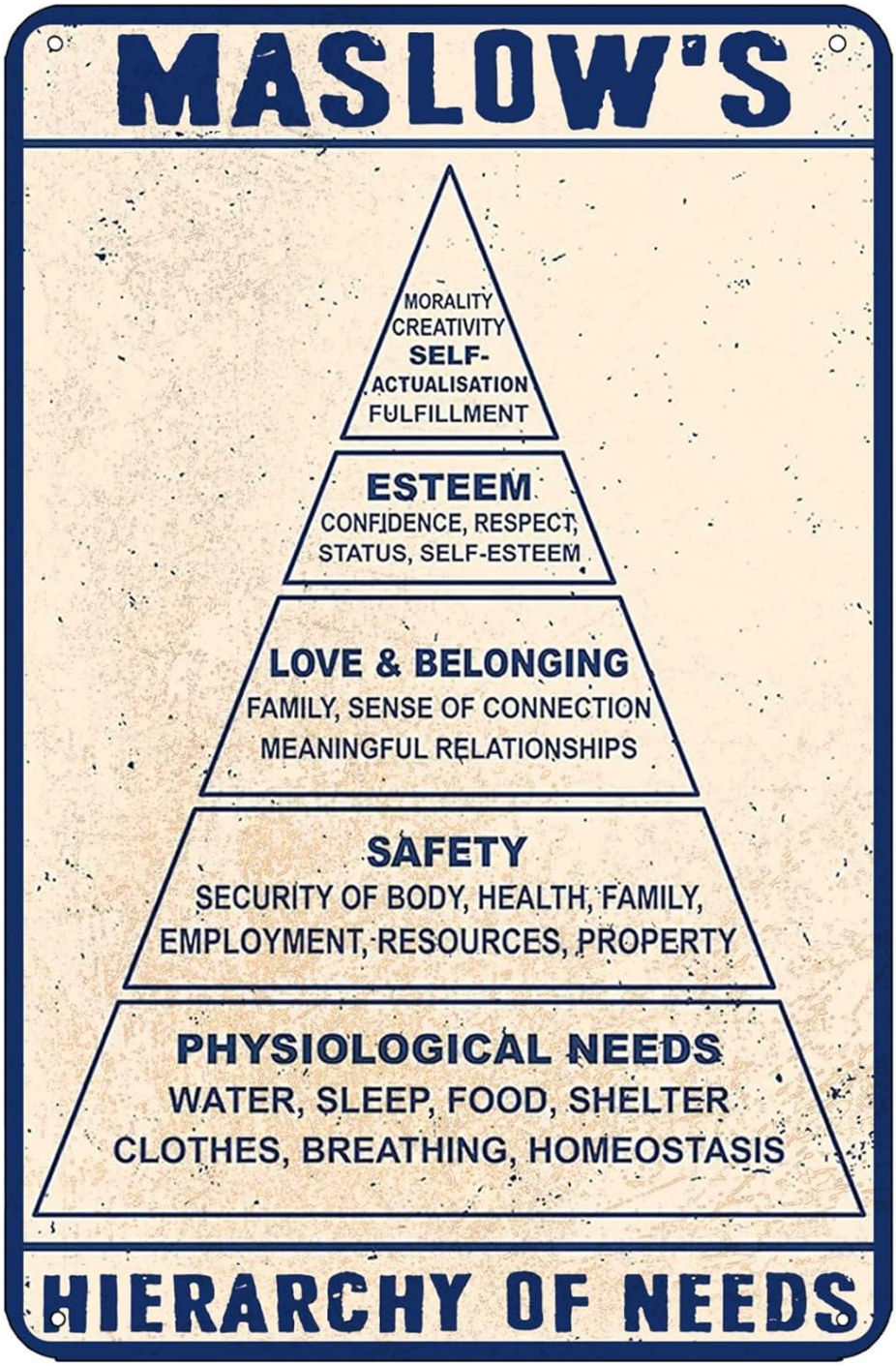


Figure-2: Huang et al. (2025)

Rojas et al. (2023) explained that Maslow's Hierarchy of Needs describes employee behaviour as developing through a sequential structure of five distinct levels of needs.:

Physiological needs**:** Basic financial earnings and essential living necessities.

- Safety needs: Job security and safe working conditions
- Social needs: Teamwork, interaction, and sense of belonging.
- Esteem needs**:** Huang et al. (2025) stated that esteem needs involve employees seeking recognition, respect, and accomplishment in their work.
- Self-actualisation: Career development and personal growth.

Within the Amazon Croydon warehouse, According to Griep et al. (2025), employees depend on their jobs to meet fundamental needs, particularly financial income and a sense of employment stability.

Safety needs are particularly important due to physically demanding tasks, while social needs can be met through collaboration with colleagues. Esteem needs are fulfilled when employees receive recognition for their contributions, and self-actualisation is achieved through clear opportunities for career advancement.

When these needs are unmet, employees may experience dissatisfaction, reduced engagement, and ultimately consider leaving the organisation. Bradfield (2024) explained that applying Maslow's theory helps to show how unmet needs at various levels can lead to employee turnover, offering a useful framework for understanding staff retention at the Amazon Croydon warehouse.

2.3 Factors Influencing Employee Turnover at Amazon Croydon

Employee turnover is affected by various workplace factors that shape employees' motivation, commitment, and attitudes toward their jobs. Nguyen et al. (2023) highlighted that in labour-intensive sectors such as warehousing and logistics, these factors are particularly significant due to the physically and mentally demanding nature of operational tasks.

Subramanian and Suresh (2025) stated that recognising these factors is important for organisations aiming to sustain workforce stability and enhance operational efficiency.

Akinwale et al. (2025) stated that at the Amazon Croydon warehouse, key factors such as job security, career progression opportunities, work–life balance, and working conditions play a significant role in shaping employees' decisions to stay with or leave the organisation.

Makan and McHugh (2026) stated that these factors can be analysed using Frederick Herzberg's Two-Factor Theory, which describes how both hygiene factors and motivational elements affect employee satisfaction and retention.

2.3.1 Job Security

Ali et al. (2025) described job security as employees' sense of stability and continuity in their employment, explaining that when workers feel secure in their roles, they are more likely to show loyalty and commitment to the organisation.

Shinde (2025) explained that within Herzberg's framework, job security is considered a hygiene factor, indicating that when it is lacking, it can cause dissatisfaction and raise the likelihood of employee turnover.

According to Richards (2025**),** employees at the Amazon Croydon warehouse may face uncertainty linked to contract conditions, performance assessments, and strict productivity targets. These circumstances can shape employees' perceptions of job stability. When individuals feel their employment is insecure, they may begin seeking other opportunities that offer more reliable long-term security. As a result, job security is considered an important factor in analysing employee turnover at Amazon Croydon

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2.3.2 Career Progression

According to Park (2025), career progression involves the opportunities available for employees to develop their skills, gain promotions, and move forward within the organisation. Employees generally expect their roles to contribute to their long-term career development. According to Herzberg, opportunities for advancement act as motivators, improving

satisfaction and engagement. In the Amazon Croydon warehouse, many operational roles involve repetitive tasks such as sorting, packing, and order processing. If these roles are perceived to provide limited growth or advancement opportunities, employees may feel demotivated and consider leaving. The lack of clear career pathways can therefore contribute to higher turnover within warehouse environments.

2.3.3 Work-life balance

Alnagbi et al. (2025) defined work–life balance as employees' capacity to effectively manage professional responsibilities alongside personal and family commitments. In addition, Dube (2024) highlighted that maintaining a healthy balance between work and personal life is essential for enhancing employee wellbeing and overall job satisfaction.

At the Amazon Croydon warehouse, employees frequently work shift patterns, including evenings and night shifts, alongside tight delivery schedules. These demands can make it challenging to maintain a healthy work–life balance, leading to increased stress and dissatisfaction. Shinde (2025) stated that within Herzberg's framework, organisational policies and working conditions that support a healthy work–life balance play a key role in enhancing employee retention.

2.3.4 Working Conditions

Maude (2025) explained that working conditions include the physical and organisational setting in which employees carry out their tasks. In warehouse environments, employees often perform physically demanding activities, including extended periods of standing, lifting, and repetitive motions. At Amazon Croydon, the fast-paced environment and strict productivity targets further increase workplace pressure. When employees perceive the work environment as overly stressful or physically demanding without adequate support, their job satisfaction decreases, increasing the likelihood of turnover. Understanding these conditions is therefore essential for analysing employee turnover. Yildiz (2025) stated that, according to Herzberg, inadequate working conditions are considered hygiene factors, and if they are unsatisfactory, they can cause employee dissatisfaction

2.4 Key Impacts for Amazon Croydon

Bardon Lores (2024) stated that in this study, employee turnover is recognised as a significant challenge for organisations, particularly in high-pressure operational environments such as the Amazon Croydon warehouse.

Turnover, which refers to the rate at which employees leave an organisation and are replaced, has a direct effect on operational efficiency, workforce stability, and overall organisational performance. Peddi and Manoharan (2025) stated that research indicates that in fast-moving and physically demanding settings such as the Amazon Croydon warehouse, high employee turnover can interrupt workflow, lower productivity, and reduce staff morale. Therefore, recognising these effects is an important focus of this study.

One of the main effects observed in this research is reduced productivity. According to research, experienced employees possess essential skills and knowledge for efficient operations, Norman (2025) stated that when employees leave the Amazon Croydon warehouse, their skills and experience are lost, and newly hired staff require time to learn duties such as sorting, packing, and order handling. This adjustment period can slow down operations, increase the likelihood of errors, and delay customer deliveries, ultimately affecting operational efficiency and service quality.

In addition, this study indicates that employee turnover leads to increased operational expenses. Jankowski (2025) stated that activities such as recruiting, onboarding, and training new staff demand substantial financial investment and managerial effort.

Moreover, in Amazon Croydon, temporary staff or overtime may be needed to cover workforce gaps, increasing expenses further. Given the high volume of orders processed daily, these costs can accumulate quickly, impacting both short-term operations and long-term financial performance.

Finally, turnover affects career development and workforce planning. This research suggests that frequent employee departures make it challenging for management at Amazon Croydon to identify and nurture internal talent. Employees who perceive limited opportunities for advancement or professional growth may become disengaged, further increasing turnover.

In conclusion, this study demonstrates that employee turnover at Amazon Croydon significantly impacts productivity, operational costs, employee morale, and career development. Understanding these effects is essential for designing effective HR strategies to improve retention, maintain operational efficiency, and ensure workforce stability within the warehouse environment.

2.5 Literature Gap

Although, Kowssarie and Mansour (2023) noted that employee turnover has been widely examined across different industries, there remains limited research that specifically focuses on warehouse settings, particularly in facilities such as the Amazon Croydon warehouse.

Martins et al. (2026) stated that most previous research focuses on general factors influencing employee turnover, such as job security, career progression, work–life balance, and working conditions, without specifically exploring how these factors apply to fulfilment centre environments.

Furthermore, previous research often concentrates on overall organisational trends rather than the day-to-day experiences of employees working in physically demanding warehouse roles. As a result, the unique challenges faced by warehouse workers, such as strict productivity targets and shift-based schedules, are not always fully explored in the literature.

Additionally, there is a shortage of research that clearly applies motivational theories, such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, to warehouse settings. Therefore, this study aims to address these gaps by providing a focused analysis of employee turnover at Amazon Croydon.

The literature review explored the main factors and theoretical frameworks related to employee turnover, with a specific focus on the Amazon Croydon warehouse. Research indicates that turnover is a critical issue in labour-intensive sectors such as warehousing and logistics, where demanding work conditions can affect employee motivation, satisfaction, and commitment. Doktorová et al. (2025) stated that high employee turnover can lower productivity, raise recruitment and training expenses, and harm employee morale, which makes it a significant issue for operational efficiency.

Pei et al. (2025) identified key determinants of employee turnover as job security, career progression opportunities, work–life balance and working conditions.

Studies suggest that employees who feel insecure in their roles or perceive limited opportunities for growth are more likely to leave. Similarly, Bardon Lores (2024) stated that demanding working conditions, strict performance expectations, and inconsistent shift schedules can heighten stress and dissatisfaction, which in turn may lead to higher employee turnover.

These issues are particularly relevant at Amazon Croydon, where the pace of operations and physical demands are high.

Khalid et al. (2025) highlighted that the literature review underscored the importance of Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs in understanding employee turnover.

Irabor and Okolie (2019) stated that hygiene factors like job security and working conditions are important in preventing employee dissatisfaction, whereas motivational factors such as recognition and career development contribute to higher engagement and improved retention.

Overall, the literature revealed a gap in site-specific studies on warehouses like Amazon Croydon, supporting the need for this research to examine how workplace factors influence employee turnover and organisational performance.

2.6 Summary

Silbernagel-Krohne and Moser (2023) stated that the literature review examined key factors and theoretical frameworks associated with employee turnover, with particular attention to the Amazon Croydon warehouse.

Chang et al. (2024) explained that employee turnover is a major issue in labour-intensive sectors such as warehousing and logistics, where challenging working conditions can reduce employee motivation, satisfaction, and commitment.

Doktorová et al. (2025) stated that high employee turnover can decrease productivity, raise recruitment and training expenses, and negatively affect staff morale, making it a significant concern for operational efficiency.

Key factors influencing turnover include job security, career progression, work–life balance and working conditions. Studies suggest that employees who feel insecure in their roles or perceive limited opportunities for growth are more likely to leave. Similarly, challenging working environments, strict performance targets, and irregular shift patterns can increase stress and dissatisfaction, further contributing to turnover. These issues are particularly relevant at Amazon Croydon, where the pace of operations and physical demands are high.

The review also emphasised the relevance of Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs in explaining employee turnover. Nagpaul et al. (2022) noted that hygiene factors such as job security and working conditions help prevent dissatisfaction, while motivational factors like recognition and career development enhance engagement and promote employee retention.

Overall, the literature revealed a gap in site-specific studies on warehouses like Amazon Croydon, supporting the need for this research to examine how workplace factors influence employee turnover and organisational performance.

CHAPTER 3 Research Methodology

3.1 Introduction

Bardon Lores (2024) stated that this chapter presents the research methodology applied to investigate employee turnover at the Amazon Croydon warehouse.

It provides a detailed explanation of the research philosophy, approach, design, and techniques applied in collecting and analysing data. Nigoti et al. (2025) stated that the study uses a qualitative research approach, supported by secondary data, to examine the main factors affecting employee turnover.

In addition, this chapter discusses the data analysis procedures used, alongside considerations of reliability, validity, and ethical standards, to ensure the credibility and trustworthiness of the research findings.

3.2 Research Philosophy – Interpretivism

This study adopts an interpretivist research philosophy, which focuses on understanding individuals' experiences, behaviours, and perceptions related to employee turnover. Yousaf and Dogar (2025) stated that this philosophical approach supports qualitative research by facilitating the interpretation of workplace attitudes and employee perspectives that can influence decisions related to turnover.

By using an interpretivist approach, the study aims to gain a deeper insight into the employee-related factors that influence turnover within the operational setting of the Amazon Croydon warehouse.

3.3 Secondary Research

This study adopts a secondary research method, which focuses on examining previously published information instead of gathering new primary data. Ortiz-Ospino et al. (2025) stated that this method is appropriate because it provides access to a broad range of reliable sources, such as academic journals, textbooks, industry publications, and organisational reports.

These sources offer meaningful insights into employee turnover and various workplace-related factors. Ateeq et al. (2025) highlighted that the use of secondary data allows researchers to examine important aspects such as job security, career progression, work–life balance, and working conditions linked to the Amazon Croydon warehouse.

3.4 Research Approach

According to Chakma (2025), this study adopts an inductive research approach, which involves identifying patterns and generating insights from existing data rather than testing predetermined hypotheses.

Zheng et al. (2025) explained that this approach is appropriate for qualitative research because it allows for an in-depth analysis of employee turnover and workplace dynamics.

Secondary data were collected from reliable sources such as academic journals, industry reports, organisational studies, and Google Scholar to identify emerging trends and relationships related to factors such as job security, career progression, work–life balance and working conditions. According to Bardon Lores (2024), this approach supports a thorough understanding of employee retention within the Amazon Croydon warehouse.

3.5 Research Method

Silbernagel-Krohne and Moser (2023) stated that qualitative research methods are appropriate for examining the factors that contribute to employee turnover. Accordingly, this study applies a qualitative research method to explore turnover-related issues at the Amazon Croydon warehouse.

Gilardi and Lazzara (2025) stated that a qualitative method is appropriate as it allows for an in-depth exploration of employee experiences, organisational practices, and workplace conditions, rather than depending only on numerical data.

The study utilises secondary data sources, including academic journals, books, industry reports, organisational publications, and materials accessed through Google Scholar, to gather relevant information. AbdELhay et al. (2025) explained that qualitative methods support the identification and analysis of key themes, including job security, career progression, work–life balance, and working conditions, thereby providing a comprehensive understanding of the factors influencing employee retention.

3.6 Research Strategy

Richards (2025) stated that this study employs a qualitative secondary research strategy to investigate employee turnover within the Amazon Croydon warehouse.

Doktorová et al. (2025) stated that such strategies focus on analysing existing information to identify patterns, relationships, and trends influencing employee turnover without requiring primary data collection.

Data is collected from credible sources, including academic journals, books, industry reports, organisational studies, and Google Scholar, which provide reliable and comprehensive insights. Rahman et al. (2025) highlighted that applying this strategy enables the investigation of key factors such as job security, career progression, work–life balance, and working conditions, while linking these variables to employee retention and organisational performance. This strategy supports a detailed understanding of turnover patterns within warehouse environments.

3.7 Data Collection Techniques

Chand (2025) stated that document analysis is widely used as a primary method for collecting secondary data. In line with this, the present study adopts document analysis as the main data collection technique.

This method involves systematically reviewing and evaluating existing documents and records to gain insights into employee turnover at the Amazon Croydon warehouse. Magnusson et al. (2025) stated that sources such as academic journals, books, industry reports, organisational studies, and Google Scholar materials provide credible and comprehensive information suitable for research purposes.

Rashmi and Kataria (2022) explained that by using document analysis, the study recognises important patterns, emerging trends, and major influencing factors such as job security, career progression, work–life balance and working conditions.

Gaines (2025) highlighted that document analysis is particularly suitable for qualitative secondary research, as it allows for a thorough understanding of employee turnover and its effects on workforce stability and organisational performance.

3.8 Data Analytical Tools

This study applies thematic analysis as the primary analytical method for examining secondary data related to employee turnover at the Amazon Croydon warehouse. Ahmed et al. (2025) stated that thematic analysis enables the systematic identification, evaluation, and interpretation of recurring patterns and themes within qualitative data.

Using this method, key factors such as job security, career progression, work–life balance and working conditions are categorised and analysed to determine their influence on employee retention and organisational performance. Sai and Kumari (2023) explained that applying thematic analysis to sources such as academic journals, books, industry reports, organisational studies, and Google Scholar publications allows researchers to conduct a detailed, organised, and reliable assessment of turnover patterns and workplace dynamics.

3.9 Ethical Considerations

As this study relies on secondary data sources, including academic journals, books, industry reports, organisational studies, and Google Scholar, Amini et al. (2025) emphasised that ethical practices should prioritise accurate referencing, proper acknowledgement of intellectual property, and the avoidance of plagiarism. The research also ensures responsible use of information and maintains academic honesty throughout the study.

Furthermore, Stylianides (2025) stated that all referenced data must be handled with strict confidentiality in accordance with professional and ethical guidelines. Almusaed et al. (2025) stated that these ethical practices support the reliability, credibility, and ethical integrity of the research findings.

3.10 Summary

This chapter has presented the research methodology applied to examine employee turnover at the Amazon Croydon warehouse. According to Musman et al. (2025), qualitative research supported by secondary data enables a comprehensive analysis of workplace-related factors influencing turnover. The study utilises reliable sources, including academic journals, books, industry reports, organisational studies, and Google Scholar, to ensure the collection of relevant and credible information.

Verma et al. (2024) stated that the use of an inductive research approach supports the identification of patterns, trends, and insights related to essential turnover factors, including job security, career progression, work–life balance, and working conditions. Ahmed et al. (2025) stated that the study uses document analysis as the main method for data collection and applies thematic analysis as the primary technique to identify and interpret recurring themes.

According to Obeng-Tuaah (2025), ethical practices, including proper acknowledgement of sources and maintaining data confidentiality, are strictly followed throughout the study. Overall, Ab Rahman et al. (2026) stated that this methodology provides a structured, dependable, and thorough understanding of employee turnover and its effects on workforce stability and organisational performance

CHAPTER 4 Findings and Discussions

4.1 Introduction - Findings

Silbernagel-Krohne and Moser (2023) stated that this chapter outlines the findings obtained from the thematic analysis of secondary data concerning employee turnover at the Amazon Croydon warehouse.

According to Cretskens et al. (2026), the analysis aims to identify recurring patterns and determine the key factors that influence employee retention and decisions to leave within warehouse operations.

The findings are structured around several key themes, namely job security, career progression, work–life balance, and working conditions, which are widely recognised as important elements affecting workforce stability.

These themes were developed through a careful and systematic examination of reliable secondary sources, including academic journals, textbooks, industry reports, organisational publications, and materials obtained through Google Scholar. Reviewing a wide range of sources ensured that the data used in this study was credible and relevant to the research topic. According to Chitrao et al. (2026), each of the identified themes represents key workplace factors that affect employee satisfaction, motivation, engagement, and their long-term commitment within Amazon.

Overall, this chapter aims to provide a detailed and well-organised presentation of the main findings, offering valuable insights into the factors contributing to employee turnover, workforce instability, and potential challenges to organisational performance within the warehouse environment.

4.2 **Job Security**

Findings drawn from secondary sources indicate that employment contracts play an important role in shaping employee turnover within warehouse environments. Several studies suggest that temporary or short-term contracts often create uncertainty among employees regarding their future job prospects. Bardon Lores (2024) stated that uncertainty surrounding employment can reduce job satisfaction and weaken employees' commitment to their organisation. In warehouse environments comparable to the Amazon Croydon facility,

contract-based employment arrangements are commonly adopted to support operational flexibility and adapt to varying workload demands.

Michael (2025) stated that although this strategy supports Amazon's operational efficiency at the Amazon Croydon warehouse, it may also create workforce instability by increasing employees' concerns about long-term job security.

Furthermore, Rodríguez-García et al. (2026) noted that performance monitoring systems and demanding productivity targets are widely used within Amazon warehouse operations. can significantly influence employees' perceptions of employment stability. When workers feel that their continued role at Amazon Croydon depends heavily on consistently meeting strict targets, they may experience higher levels of work-related stress and pressure. Over time, these demanding conditions can lower employee motivation and negatively affect morale. As a result, some employees may begin to explore alternative employment opportunities that offer more stable working conditions and improved job security, which are important factors influencing employee retention within Amazon warehouse environments.

4.2.1 Perceived Job Stability

Perceived job stability is widely regarded as a crucial factor affecting employee retention within Amazon warehouse environments, including the Amazon Croydon warehouse. Secondary research suggests that employees who feel confident about the security of their roles are more likely to remain loyal and show long-term commitment to organisations such as Amazon. In contrast, uncertainty about continued employment can lead to dissatisfaction, increased stress, and lower levels of employee engagement. In Amazon logistics and fulfilment centres, concerns about job stability are often connected to heavy workloads, short-term contracts, and continuous performance monitoring systems.

Studies further indicate that feelings of job insecurity can negatively affect employee morale and reduce overall workplace engagement within Amazon warehouse operations. When workers are unsure about the stability of their positions at Amazon Croydon, they are more likely to explore alternative employment options that provide greater security and consistency. This behaviour can lead to higher employee turnover rates, disrupt workforce continuity, and create challenges in maintaining efficient Amazon fulfilment processes. Consequently, improving job stability remains essential for supporting operational performance and strengthening workforce commitment within Amazon warehouse settings.

4.2.2 Impact of Job Security on Employee Turnover

According to Akinwale et al. (2025), the findings reveal a strong link between job security and employee turnover within the Amazon Croydon warehouse context

Employees who feel uncertain about the stability of their employment are more inclined to leave their positions in search of roles that provide greater long-term security. This pattern is especially evident in warehouse and logistics environments, where physically demanding tasks and high-performance expectations are common.

Harney (2023) A lack of job security not only contributes to higher turnover rates but also generates additional challenges for Amazon recruitment costs, training Croydon, including increased r expenses, and reduced operational efficiency. Frequent staff changes can disrupt workflow consistency and negatively affect productivity levels. Therefore, Akinwale et al. (2025) suggest that at the Amazon Croydon warehouse, adopting more stable and transparent employment arrangements is essential for improving employee retention, engagement, and overall organisational performance. Overall, job security remains a major factor shaping employees' decisions to stay in or leave warehouse-based positions at Amazon Croydon.

4.3 Career Progression

Wang (2025) stated that secondary evidence shows career progression is a key factor influencing employee retention in Amazon warehouse environments, especially in facilities such as the Amazon Croydon warehouse.

Akinwale et al. (2025) indicated that employees in Amazon fulfilment centres tend to demonstrate stronger commitment and remain in their roles when clear career advancement opportunities and professional development pathways are available.

Silbernagel-Krohne and Moser (2023) reported that limited career development opportunities within Amazon logistics operations can lead to employee dissatisfaction, decreased motivation, and a higher likelihood of turnover.

Briken and Taylor (2018) highlighted that within Amazon Croydon warehouse operations, career development is commonly associated with the availability of supervisory roles, internal promotion systems, and clearly structured career pathways. Reese and Allison (2023) stated that when employees in Amazon warehouse position's view advancement opportunities as limited, they may feel less valued, which can decrease their level of engagement and weaken their long-term loyalty to Amazon fulfilment operations

Laber et al. (2020) highlighted that training and development initiatives are essential for promoting career growth within Amazon warehouse settings, with secondary research indicating that access to continuous learning opportunities supports employee advancement.

skills-based training, and performance development programmes enables employees to improve their abilities and prepare for higher-level positions within Amazon logistics teams.

Spilda et al. (2024) explained that within the Amazon Croydon warehouse, development programmes enable employees to build the skills needed for supervisory or specialised operational positions. However, when such training opportunities are limited or irregular, employees may face career stagnation. This absence of clear advancement prospects can increase dissatisfaction and motivate employees to pursue job opportunities outside Amazon fulfilment centres, where stronger promotion pathways are available.

4.3.1 Promotion Opportunities

Savushkin (2024) stated that promotion opportunities play a significant role in enhancing employee motivation and supporting career development within Amazon Croydon warehouse operations.

Akinwale et al. (2025) indicated that clear and equitable promotion procedures within Amazon fulfilment centres help build employee trust and enhance commitment to the organisation. In Amazon warehouse environments, well-organised promotion systems help increase employee motivation and strengthen overall engagement. According to Chitrao (2026), promotion decisions are generally influenced by employee performance, level of experience, and organisational needs. When employees perceive promotion systems within Amazon logistics operations as fair and transparent, their motivation increases, leading to better job performance.

Akinwale et al. (2025) highlighted that restricted promotion opportunities within the Amazon Croydon warehouse can create frustration and lower employee engagement. When workers believe that advancement prospects within Amazon warehouse operations are limited, their interest in their roles may gradually decline, leading them to seek employment in organisations that provide better career growth opportunity. Silbernagel-Krohne (2023) stated that this situation can directly lead to higher employee turnover and create instability within Amazon fulfilment centre workforces.

4.3.2 Impact of Career Progression on Employee Turnover

Spilda et al. (2025) found a clear connection between career progression and employee turnover within the Amazon Croydon warehouse. When opportunities for professional growth within Amazon warehouse roles are limited, employees are more likely to look for jobs that offer stronger career development, especially in environments where work is repetitive and advancement options are restricted.

Limited opportunities for career advancement within Amazon’s logistics operations can lower employee motivation, engagement, and productivity, ultimately harming overall organisational efficiency Bardon Lores (2024). To enhance staff retention at the Amazon Croydon

warehouse, it is essential to implement clear career progression frameworks, deliver regular and structured training programmes, and ensure transparent promotion processes. In general, career development is a key determinant of employee satisfaction, organisational commitment, and workforce stability in Amazon's warehouse operations.

4.4 Work-Life balance

According to Bardon Lores (2024), secondary evidence indicates that work–life balance is a critical factor affecting employee retention in warehouse environments, particularly within Amazon warehouse operations such as the Amazon Croydon facility. Employees who successfully manage their job responsibilities alongside personal commitments are more likely to demonstrate higher job satisfaction and stronger organisational commitment to Amazon. Conversely, inadequate work–life balance can lead to increased stress, physical tiredness, and emotional strain, which may contribute to higher turnover intentions among Amazon warehouse staff. Guerrero-Valle et al. (2025) further stated that within Amazon's Croydon warehouse, demanding workloads and strict operational schedules can make it challenging for employees to maintain a suitable balance between their professional and personal lives.

Akinwale et al. (2025) highlighted that evidence from secondary research indicates that supportive organisational policies and flexible scheduling systems play a vital role in improving work–life balance within Amazon logistics operations.

Silbernagel-Krohne et al. (2023) stated that when Amazon employees are offered predictable shift schedules, adequate rest periods, and reasonable working hours, they are more likely to feel appreciated and supported by the organisation.

Guerrero-Valle et al. (2025) highlighted that irregular schedules and night shift work within Amazon warehouses can negatively affect employees' ability to manage family duties and personal responsibilities.

This disruption can increase dissatisfaction and encourage employees to consider alternative job opportunities that provide more stable and flexible working conditions.

4.4.1 Working Hours and Shift Patterns

According to Emmanuel (2025), working hours and shift patterns are key factors that significantly affect work–life balance within Amazon warehouse environments.

Guerrero-Valle et al. (2025) noted that employees may be expected to undertake night shifts, overtime, or longer working hours to meet operational demands.

While these arrangements help Amazon maintain efficiency and meet customer demand, they may also negatively affect employee wellbeing. Irregular or excessive working hours in Amazon warehouses can result in burnout, lower motivation levels, and reduced job satisfaction, all of which increase the likelihood of employee turnover.

4.4.2 Impact of Work–Life Balance on Employee Turnover

Brien and Taylor (2018) stated that the results show a clear relationship between work–life balance and employee turnover in Amazon warehouse operations, particularly at the Amazon Croydon site.

Amazon employees who find it difficult to manage their work duties alongside personal responsibilities are more likely to experience dissatisfaction and consider moving to organisations that provide more flexible and supportive working conditions.

Gutelius and Pinto (2023) stated that work–life balance affects employee wellbeing and directly influences productivity, engagement, and the overall performance of Amazon warehouse operations.

Therefore, implementing balanced shift schedules, strengthening employee wellbeing initiatives, and maintaining realistic workload expectations are essential strategies for improving retention and ensuring long-term workforce stability across Amazon logistics operations.

4.5 Working Conditions.

Findings from secondary literature indicate that working conditions are a major factor influencing employee satisfaction and turnover in warehouse environments, particularly within Amazon warehouse operations such as the Amazon Croydon warehouses. Aissoug et al. (2026) stated that well-supported and properly managed working environments positively influence employee wellbeing, motivation, and long-term commitment within Amazon operations.

Guerrero-Valle et al. (2026) stated that in operational environments such as the Amazon Croydon warehouse, employees frequently perform repetitive duties in high-paced conditions while meeting set performance targets, which can influence how they perceive their working environment.

According to Cretskens et al. (2026), secondary research highlights that the physically demanding nature of warehouse roles strongly affects how employees evaluate their working

environment within Amazon logistics facilities. Emmanuel (2025) stated that in warehouse settings such as the Amazon Croydon facility, activities like lifting packages, packing items, sporting goods, and standing for long periods can result in physical strain and discomfort.

Omolara and Ochieng (2024) emphasised that if such tasks are not properly managed, they can affect employee health, highlighting the need for suitable equipment, regular rest breaks, and ergonomic support to maintain employee wellbeing.

support systems is essential for ensuring employee safety and maintaining productivity in Amazon warehouses.

Abedinego Nyambwengi (2024) stated that when workloads are too heavy or support systems are inadequate, employees may feel fatigued and less motivated, which can increase their likelihood of leaving Amazon.

.4.5.1 Physical Work Environment

Gutelius and Pinto (2023) highlighted that the physical work environment is a fundamental aspect of overall working conditions within Amazon warehouse operations.

Research indicates that elements such as ventilation, temperature regulation, workspace layout, noise control, and access to safety equipment significantly influence employee comfort and performance. Within the Amazon Croydon warehouse, maintaining a safe, organised, and well-regulated environment is critical for supporting operational efficiency and reducing workplace hazards. Emmanuel (2025) stated that when Amazon employees perceive their workplace as unsafe or uncomfortable, it may lead to decreased morale and higher levels of dissatisfaction, while poor environmental conditions in Amazon warehouses can also increase the risk of injuries and negatively affect employee confidence and overall organisational performance

4.5.2 Impact of Working Conditions on Employee Turnover

According to Akinwale et al. (2025), the findings show a clear link between working conditions and employee turnover in warehouse environments, particularly in Amazon facilities such as the Croydon site.

Amazon employees who face physically demanding tasks, strict productivity requirements, and limited organisational support may experience dissatisfaction and begin to consider alternative employment opportunities. Emmanuel (2025) stated that poor working conditions

in Amazon warehouses may lead to higher absenteeism, decreased productivity, and diminished employee engagement.

Wang (2025) stated that improving workplace safety, providing access to ergonomic equipment, and setting realistic workload expectations are essential strategies for increasing employee satisfaction and lowering turnover within Amazon.

Overall, favourable working conditions remain essential for promoting workforce stability and sustaining long-term organisational performance across Amazon warehouse operations.

4.6 Findings Summary

According to Del Riccio (2025), this chapter has outlined the key findings obtained through thematic analysis of secondary data relating to employee turnover at the Amazon Croydon warehouse.

The analysis identified four key themes that significantly influence employee retention and turnover, namely job security, career progression, work–life balance and working conditions. These themes were consistently supported across academic literature, industry reports, and organisational studies, highlighting their relevance in explaining workforce behaviour within warehouse operations such as Amazon Croydon.

According to Philip et al. (2025), job security is a significant factor affecting employee retention at the Amazon Croydon warehouse.

Rodriguez Conde et al. (2025) explained that employees who are unsure about the length of their contracts or future job security are more likely to experience dissatisfaction and consider leaving the organisation. This sense of insecurity can lower confidence, raise stress levels, and reduce commitment to the organisation, ultimately leading to increased turnover within warehouse environments.

Similarly, Silbernagel-Krohne and Moser (2023) stated that career development opportunities within Amazon warehouse operations are an important factor affecting employee motivation and retention.

Bardon Lores (2024) stated that within the Amazon Croydon warehouse, restricted opportunities for promotion, training, and clear career progression may lead employees to perceive a lack of long-term development prospects in their roles.

This sense of stagnation often encourages employees to seek alternative employment where clearer advancement opportunities are available.

In addition, Akinwale et al. (2025) highlighted that work–life balance plays an important role in shaping employee wellbeing at the Amazon Croydon warehouse.

Demanding shift patterns extended working hours, and operational pressures can make it difficult for employees to manage personal and work responsibilities effectively. Poor work–life balance may lead to stress, fatigue, and burnout, increasing the likelihood of employees leaving the organisation in search of more flexible working conditions.

Savushkin (2024) stated that working conditions significantly influence employee satisfaction and performance within the Amazon Croydon warehouse.

Physically demanding tasks, repetitive work, and strict productivity expectations can negatively affect employee morale if not properly managed. Overall, Abedinego Nyambwengi (2024) indicated that tackling these key factors is crucial for improving employee retention,

lowering turnover rates and strengthening overall workforce stability at the Amazon Croydon warehouse.

Table fig 1**. Thematic Table**

Theme	**References**	**Key Findings**	**Impact on Employees**	**Effect on turnover**
Job Security	Akinwale et al. (2025) Hamey (2023) Micheal (2025) Bardon lores (2025) Phillip et al. (2025)	*Temporary contracts and strict targets*	Feelings of uncertainty	Increased resignations
Career Progression	Silbernagel-Krohne and Mosser (2023) Briken and Taylor (2018) Reese and Allison (2023) Laber et al. (2020) Spilda et al. (2024) Wang (2025)	Limited promotion opportunities	Reduced motivation	Low retention
Work-life Balance	Chitrao et al. (2026) Emmanuel (2025) Akinwale et al. (2025) Silbernagel-Krohne et al. (2025) Savushkin (2024) Chitrao (2026) Bardon Lores (2024)	Long working hours	Fatigue and stress	Job dissatisfaction
Working Conditions	Wang (2025) Emmanuel (2025)	Physically demand roles	Health and safety concern	High Turnover

	Akinwale et al. (2025) Gutelius and Pinto (2026) Savushkin (2024) Bardon Lores (2024) Abedinego Nyambwengi (2024)			

Discussions

4.7 Introduction to the Discussion

Ncube and Ngulube (2025) stated that this chapter examines and explains the findings from the preceding section by relating them to existing academic literature and appropriate theoretical frameworks.

its main purpose is to move beyond simply presenting results and instead provide a critical explanation of the key factors contributing to employee turnover at the Amazon Croydon

warehouse. The discussion is structured around four central themes identified through thematic analysis: job security, career progression, work–life balance and working conditions.

Each theme is analysed in relation to prior research to assess whether the findings align with or differ from established studies. This comparison helps to develop a clearer understanding of how these factors influence employee retention and turnover in warehouse environments. The discussion also considers how these elements interact within the operational context of Amazon Croydon, where demanding workloads, strict performance targets, and shift-based working patterns may intensify employee experiences.

In addition, this chapter relates the findings to relevant motivational and organisational behaviour theories to provide a deeper theoretical explanation of employee turnover patterns. Overall, the discussion aims to clarify the significance of the findings, connect them to existing knowledge, and highlight their implications for improving employee retention and enhancing organisational performance at the Amazon Croydon warehouse.

4.8 Discussion of Key Findings

This section interprets the key findings of the study by relating them to existing academic literature and explaining their relevance to employee turnover at the Amazon Croydon warehouse. The discussion is organised around the four main themes identified through thematic analysis: job security, career progression, work–life balance and working conditions. Each theme is examined in relation to prior research to understand how these factors influence employee retention and turnover within Amazon's warehouse environment**.**

4.9 Job Security

Abedinego Nyambwengi (2024) stated that job security is a significant factor influencing employee turnover at the Amazon Croydon warehouse.

Nguyen et al. (2025) stated that employees who face uncertainty about contract stability or future job security are more likely to feel insecure and may consider leaving the organisation.

This is consistent with existing literature, which shows that perceived job insecurity reduces employee commitment and increases turnover intentions. At Amazon Croydon, factors such as performance monitoring systems and contract-based employment structures may contribute to these concerns, potentially weakening employee loyalty and increasing workforce movement.

4.10 Career Progression

Akinwale et al. (2025) also stated that career progression was recognised as an important factor affecting employee retention at the Amazon Croydon warehouse.

The findings indicate that limited promotion opportunities and unclear development pathways can lead to employee dissatisfaction. Vickers (2025) stated that this is consistent with earlier studies showing that employees are more likely to stay with organisations that offer clear and structured career development opportunities, particularly within settings such as the Amazon Croydon warehouse.

, restricted advancement opportunities may encourage employees to seek alternative roles that offer better long-term career development.

4.11 Work–Life Balance

The findings indicate that inadequate work–life balance plays a significant role in employee turnover at the Amazon Croydon warehouse. Extended working hours, demanding schedules, and frequent overtime can lead to stress, fatigue, and declining employee wellbeing. Shinde (2025) noted that this is consistent with existing literature, which suggests that an imbalance between work and personal life increases the risk of burnout and turnover intentions. In warehouse environments such as Amazon Croydon, strict shift structures and operational pressures can further worsen these difficulties.

4.12 Working Conditions

According to Akinwale et al. (2025), working conditions have a significant impact on employee satisfaction and retention within the Amazon Croydon warehouse. Physically demanding tasks, repetitive duties, and strict performance targets can negatively affect employee morale. This is consistent with their findings, which show that poor working conditions are associated with higher employee turnover rates. According to Akinwale et al. (2025), improving workplace safety, providing ergonomic support, and enhancing the overall working environment at Amazon Croydon could help increase employee satisfaction and reduce turnover levels.

4.13 Link to Theoretical Framework

The findings of this study can be interpreted through established motivational theories, particularly Maslow’s Hierarchy of Needs and Herzberg’s Two-Factor Theory, to better explain employee turnover at the Amazon Croydon warehouse. These theories help to clarify how workplace conditions influence employee satisfaction, motivation, and retention behaviour.

According to Hardcastle (2025), Maslow's theory suggests that employees must first have their basic physiological and safety needs satisfied before they can progress to higher-level needs such as belonging, esteem, and self-actualisation. Guerrero-Valle et al. (2025) stated that within the Amazon Croydon warehouse, issues related to job security and working conditions align with employees' basic physiological and safety needs.

When employees feel uncertain about job stability or experience physically demanding working environments, their fundamental safety needs may not be fully satisfied, which can result in dissatisfaction and increased turnover. In addition, Karwa (2025) stated that issues related to work–life balance impact employees' social needs, as long working hours and demanding shift patterns can limit the time available for personal and family life.

Hasan and Mishra (2025) Herzberg's Two-Factor Theory also provides strong support for the findings by separating workplace factors into hygiene factors and motivators. In this study, job security and working conditions can be considered hygiene factors, as their absence leads to dissatisfaction and higher turnover rates at Amazon Croydon. Meanwhile, career progression functions as a motivator because opportunities for promotion, training, and development contribute positively to employee satisfaction and long-term retention. The findings suggest that limited advancement opportunities within the warehouse reduce motivation and encourage employees to leave the organisation.

Overall, the results align with both theoretical perspectives, showing that employee turnover is influenced by a combination of unmet basic needs and insufficient motivational factors. However, the findings also suggest that in demanding environments such as Amazon Croydon, hygiene factors like job security and workload pressures may have a more immediate impact on employees' decisions to leave compared to motivators. This highlights the importance of addressing both categories of factors to improve retention and workforce stability.

4.14 Implications of the Study

Vickers (2025) stated that this study offers both theoretical and practical insights into understanding employee turnover at the Amazon Croydon warehouse.

These implications not only add to existing academic knowledge but also offer useful recommendations for improving employee retention within warehouse operations.

Ihensekien and Joel (2023) stated that the findings confirm basic needs, including job security and safe working conditions, are critical in influencing employee retention decisions. Furthermore, motivational elements such as career development and advancement opportunities are important in shaping employee job satisfaction.

This study contributes to existing literature by demonstrating that, in environments such as Amazon Croydon, hygiene factors may have a more immediate and stronger effect on employee turnover compared to motivators. As a result, it extends current understanding of how motivation theories operate within modern logistics and warehouse-based organisations.

From a practical perspective, the study provides several recommendations for management at the Amazon Croydon warehouse. Strengthening job security through clearer employment arrangements and improved communication can help reduce uncertainty among employees. Enhancing career progression opportunities, including transparent promotion structures and access to training and development programmes, may improve motivation and encourage long-term retention. Furthermore, improving work–life balance by implementing fairer shift schedules and limiting excessive overtime can support employee wellbeing. In addition, upgrading working conditions, such as providing ergonomic tools, ensuring workplace safety, and managing workloads effectively, can increase job satisfaction and reduce turnover intentions.

Overall, the findings suggest that addressing both hygiene and motivational factors is essential for improving employee retention. , the findings suggest that employee turnover at Amazon Croydon warehouse is driven by a combination of organisational and job-related factors

4.15 Limitations of the Study.

Abedinego Nyambwengi (2024), stated that this study has several limitations that should be considered when interpreting the findings on employee turnover at the Amazon Croydon warehouse, particularly its exclusive reliance on secondary data sources.

Although academic journals, industry reports, and organisational publications related to Amazon warehouse operations provide valuable insights, they may not fully capture the most current and real-time experiences of employees working within the Amazon fulfilment environment. As a result, the findings are based on previously published information, which may not entirely reflect recent workplace conditions at Amazon Croydon.

Miszczynski (2025) noted that another limitation of the study is the lack of primary data collection methods. As no interviews, questionnaires, or direct observations of employees in the Amazon warehouse setting were conducted, the study could not capture first-hand accounts of employee experiences.

Philip et al. (2025) explained that this restricts the level of insight into employees' individual motivations, attitudes, and personal factors influencing their decisions to either leave or remain within Amazon logistics operations.

In addition, Chang (2023) noted that secondary sources may carry a risk of bias, as the information presented can reflect the viewpoints of various authors or organisations examining workforce issues at Amazon.

Some sources may provide selective or incomplete interpretations of working conditions, which could influence the overall analysis and findings.

Despite these limitations, the study still provides meaningful insights into the key drivers of employee turnover within the Amazon Croydon warehouse by drawing on a wide range of credible literature on Amazon fulfilment centres. However, Zhu and Abd Rozan (2026) suggested that the reliability and depth of findings could be improved in future studies by using primary research methods, such as conducting interviews or surveys with employees working in Amazon warehouse environments.

4.16 Summary

Abedinego Nyambwengi (2024) stated that this chapter examined and interpreted the main findings of the study concerning employee turnover at the Amazon Croydon warehouse.

Kembro and Norrman (2025) stated that the discussion was formed by linking the study results to existing academic literature and relevant theoretical frameworks related to Amazon warehouse operations.

It focused on four main themes—job security, career progression, work–life balance and working conditions—which were identified as major influences on employee retention and turnover in Amazon fulfilment environments. Alalade (2025) stated that the analysis of job security revealed that uncertainty about employment stability and contract conditions within Amazon logistics operations can lower employee confidence and increase their likelihood of leaving the organisation.

Workers who feel insecure about their future at Amazon Croydon warehouse are more likely to seek alternative employment opportunities.

Guerrero-Valle et al. (2025) stated that ineffective work–life balance systems can harm employee wellbeing, as an imbalance between work and personal life may lead to stress, fatigue, and reduced job satisfaction, thereby increasing the likelihood of employees leaving the Amazon Croydon warehouse.

Similarly, Akinwale et al. (2025) identified working conditions as an important factor affecting employee behaviour within Amazon fulfilment centre environments. Physically demanding tasks, repetitive work, and high productivity expectations within Amazon logistics operations can reduce morale and employee engagement if not effectively managed.

Overall, the findings suggest that employee turnover at Amazon Croydon warehouse is driven by a combination of organisational and job-related factors. Ryan et al. (2025) stated that the use of motivational theories strengthened the analysis by demonstrating how both hygiene factors and motivational elements affect employee decision-making within Amazon warehouse environments.

In conclusion, Akinwale et al. (2025) stated that this chapter connected the study findings with broader academic literature and emphasised their relevance for enhancing employee retention strategies at Amazon. The next chapter will outline the overall conclusions and recommendations, provide a summary of the study, and present practical measures aimed at reducing turnover and improving workforce stability at the Amazon Croydon warehouse.

CHAPTER 5: Recommendations, Conclusion and limitations of the research

5.1 Introduction.

Savushkin (2024) stated that this chapter serves as the final part of the dissertation, offering a comprehensive summary of the research on employee turnover at the Amazon Croydon warehouse.

HAO (2025) noted that it consolidates the research by summarising the key findings, presenting the final conclusions, and providing practical recommendations based on the earlier analysis of Amazon warehouse operations.

It also identifies the limitations of the study and suggests potential areas for further research within Amazon fulfilment environments.

Almusaed et al. (2025) stated that the primary aim of this chapter is to bring together the insights from the findings and discussion sections to confirm that the research objectives have been fully achieved.

It brings together how the key determinants—job security, career progression, work–life balance and working conditions—influence employee turnover and retention within the Amazon Croydon warehouse context. Furthermore, this section translates the research outcomes into clear conclusions and practical recommendations aimed at improving employee retention and enhancing overall Amazon organisational performance. Silbernagel-Krohne and Moser (2023) highlighted that this directly supports the study's main objective of identifying the key factors influencing employee turnover within Amazon fulfilment operations.

Guerrero-Valle et al. (2025) stated that this final chapter brings together the entire study, showing how the findings enhance understanding of employee turnover in Amazon warehouse settings, while also providing practical recommendations for management and suggesting areas for future academic research.

5.2 Summary

Bardon Lores (2024) explained that this chapter concludes the research on employee turnover within the Amazon Croydon warehouse by reviewing the main findings, presenting key recommendations, and recognising the study's limitations related to Amazon warehouse operations Akinwale et al. (2025) identified four key factors influencing employee turnover in Amazon fulfilment environments, namely job security, career progression, work–life balance, and working conditions.

To address these challenges within Amazon logistics operations, Wang (2025) recommended improving job security, strengthening career development programmes, refining shift scheduling systems, and fostering safer and more supportive working conditions at the Amazon Croydon warehouse.

Miszczynski (2025) noted that the chapter also recognised several limitations, including the dependence on secondary data sources and the lack of primary data collection methods within the Amazon research context.

Overall, Wang (2025) indicated that this section offers a comprehensive overview of the study's key findings and emphasises practical strategies aimed at enhancing employee retention and promoting greater workforce stability within Amazon fulfilment operations.

5.3 Recommendations

This section outlines practical recommendations developed from the findings of the study on employee turnover at the Amazon Croydon warehouse. These suggestions

are intended to address the main issues identified in the research and to support improvements in employee retention as well as overall organisational effectiveness. Almalki and Rajaram (2025) recommended that management should enhance job security by providing clearly written and easily understandable employment contracts. They also highlighted the importance of maintaining open and consistent communication about job responsibilities, expectations, and future career opportunities, as this can reduce uncertainty and strengthen employee trust and confidence in the organisation.

Akinwale et al. (2025) suggested that Amazon Croydon should prioritise strengthening career progression opportunities by introducing clearly structured development programmes and

transparent promotion processes. Offering continuous training, skill-building activities, and meaningful performance feedback can enhance employee motivation and support long-term commitment to the organisation.

Thirdly, Kamboj and Nambiar (2025) emphasised that improving work–life balance is essential for supporting employee wellbeing. Management should consider introducing more flexible scheduling systems and limiting excessive overtime where feasible, allowing employees to balance their personal commitments and work responsibilities more efficiently.

Lastly, Haiedar and Kholifah (2025) stated that enhancing working conditions through improved safety measures, the provision of ergonomic tools, and effective workload management can minimise physical fatigue and boost employee satisfaction, ultimately helping to lower turnover rates and strengthen workforce stability.

5.4 Conclusion

In conclusion, this study examined the primary factors responsible for employee turnover at the Amazon Croydon warehouse. Pei et al. (2025) stated that four major factors influencing turnover were identified: job security, career progression, work–life balance and working conditions., all of which were found to have a strong impact on employee satisfaction, motivation, and retention.

Fu et al. (2026) reported that factors such as job insecurity, limited career advancement opportunities, heavy work schedules, and challenging working conditions are key contributors to employees deciding to leave the organisation.

Among these factors, job security and working conditions emerged as the most influential in shaping employees' decisions to resign.

Overall, Min (2004) indicated that the study successfully met its objective by providing a clear insight into the factors responsible for employee turnover within a warehouse environment.

It further emphasises the need for improved organisational strategies to support employee retention. Addressing these issues can help Amazon Croydon enhance workforce stability, reduce recruitment costs, and improve overall operational performance

5.5 Limitations of the Research

According to Abedinego and Nambwengi (2024), several limitations must be acknowledged when interpreting the findings related to employee turnover at the Amazon Croydon

warehouse. Ren et al. (2025) highlighted that a key limitation of this study is its reliance entirely on secondary data sources.

Haenlein and Jack (2025) stated that although sources such as academic journals, industry reports, and organisational publications are widely regarded as reliable and informative, they may not always reflect the latest changes or the actual experiences of employees working in warehouse environments. Consequently, some conclusions drawn from these sources may not fully represent current workplace realities.

drawn from these sources may not entirely represent current workplace realities or reflect the latest changes in working conditions at the Amazon Croydon warehouse.

Another limitation of the study is the absence of primary data collection. Since the research did not involve interviews, questionnaires, or direct observations, Chand (2025) noted that it was not possible to gather first-hand views and experiences directly from employees.

Georgiadou et al. (2025) noted that this limitation reduces the level of detailed understanding about employees' personal experiences, viewpoints, and individual reasons for choosing to stay with or leave the organisation.

Lunny et al. (2025) indicated that relying on secondary sources may introduce a risk of bias, as the information presented can reflect the perspectives or interests of various authors or organisations. This situation may reduce the overall neutrality and balance of the research analysis.

Finally, the study has limited generalisability, as it focuses specifically on the Amazon Croydon warehouse. Nikolova et al. (2022) stated that the findings of the study may have limited applicability to other Amazon locations or different organisational contexts. However, despite these constraints, the research continues to offer meaningful insights into the key factors that influence employee turnover within warehouse environments

ELEMENT 2:

Reflective Essay Using Gibbs' Reflective Cycle.

Description

Following Gibbs' Reflective Cycle, the first stage involves outlining the experience. During the completion of this dissertation, I undertook a research project that examined the main factors contributing to employee turnover at the Amazon Croydon warehouse. Hassan et al. (2025) explained that the research primarily focused on gathering and examining secondary information obtained from dependable sources, including academic journals, textbooks, industry reports, and organisational publications.

Thematic analysis was used to identify repeated patterns and develop key themes related to job security, career progression, work–life balance and working conditions. Carrying out this research required careful organisation, consistent effort, and the application of theoretical concepts, particularly motivation theories, to support the interpretation of findings.

Feelings

At the start of the project, I felt uncertain about how to manage the different stages of the research and whether I would be able to meet academic expectations. The size and complexity of the dissertation initially appeared challenging, which created some anxiety, Fathi and Rahimi (2026) stated that as the research progressed and familiarity with the topic and methods improved, confidence steadily developed over time.

I felt encouraged when I was able to locate relevant literature and organise the information into meaningful themes. Helsper et al. (2025) noted that despite experiencing periods of pressure, particularly near submission deadlines, completing each stage of the work created a strong sense of accomplishment and encouraged continued progress. By the conclusion of the project, confidence in personal abilities had increased, along with overall satisfaction with the results.

Evaluation

Reflecting on the research process, there were several positive aspects that supported the successful completion of the study. Bardon Lores (2024) noted that relying on trustworthy secondary sources enabled the collection of a wide range of information, which supported the

development of a comprehensive understanding of employee turnover within warehouse environments such as the Amazon Croydon facility.

Wen et al. (2026) indicated that thematic analysis was an effective method for organising information into clear and well-structured themes. However, several challenges arose during the research process, particularly in managing time efficiently while balancing other academic commitments.

In addition, relying only on secondary sources limited the opportunity to obtain direct employee opinions, which may have added greater depth to the findings.

Analysis

This experience helped me understand the importance of maintaining a structured research plan and following a clear methodology. Beldar (2025) explained that applying Gibbs' Reflective Cycle enabled critical reflection on the learning process and helped identify areas for improvement. It also strengthened understanding of how theoretical models can be used to address real organisational challenges, such as employee turnover. Furthermore, analysing extensive information enhanced research capabilities, analytical thinking, and problem-solving skills.

Conclusion

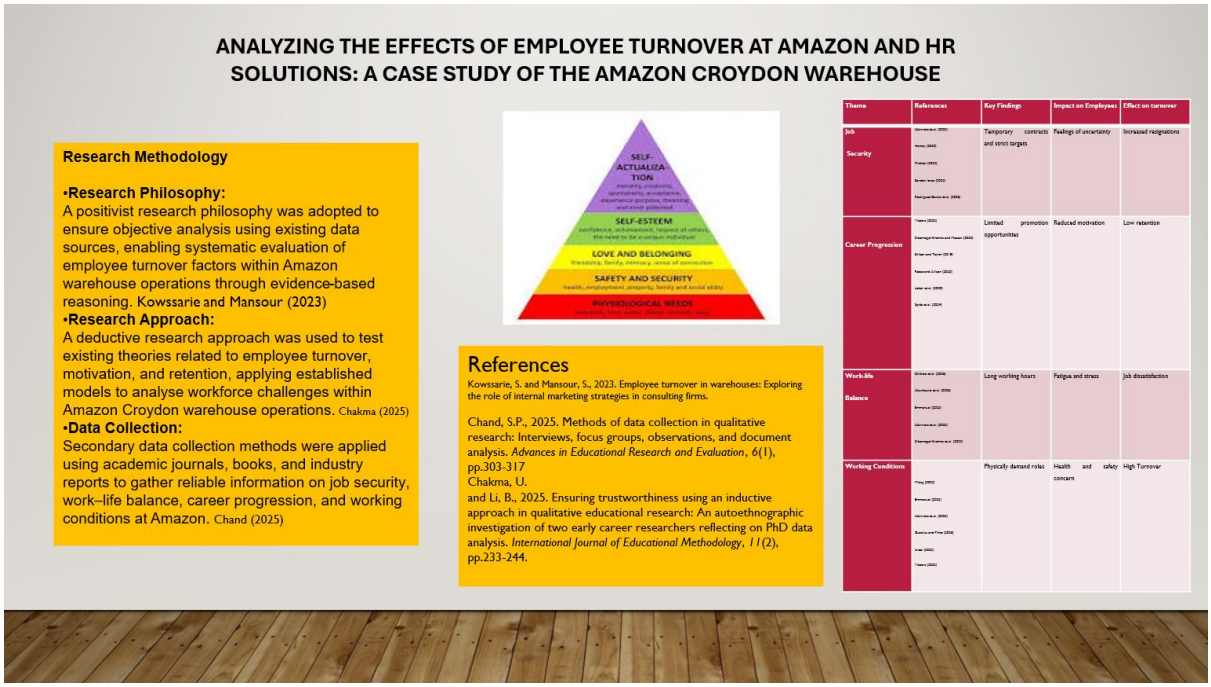
Rafi and Amjad (2025) indicated that completing this dissertation served as a meaningful learning experience that enhanced both academic and practical abilities. The process helped build confidence in carrying out independent research, analysing information, and presenting findings in a well-structured academic manner. Additionally, it deepened understanding of the challenges organisations encounter when managing employee retention.

Action Plan

According to Wolters et al. (2025), in future research, better time management could be achieved by establishing realistic schedules and allocating sufficient time for reviewing and editing work.

Xu et al. (2025) suggested that future studies should include primary data collection techniques, such as surveys and interviews, to obtain deeper and more comprehensive insights. Additionally, the researcher intends to further strengthen academic writing and analytical skills to enhance the overall quality and effectiveness of future research projects.

ELEMENT 3: Poster



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Appendix 1

Ethics Form

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity.
Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:		Isaac Saah			
2	Tick all boxes that apply:		Member of staff:	☐	Honorary research fellow:	☐
	Undergraduate Student	☒	Taught Postgraduate Student	☐	Postgraduate Research Student	☐

3	Institute/Academic Discipline/Centre:	University Of Wales Trinity Saint David
4	Campus:	London

5	E-mail address:	2246868@student.uwtsd.ac.uk
6	Contact Telephone Number:	07957157511
	For students:	
7	Student Number:	2246868
8	Programme of Study:	BA Leadership and Management in the Workplace
9	Director of Studies/Supervisor:	Dr. Rameses Manalang

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	**YES**	X	**NO**	☐
				Date	
2	If Yes, please indicate source of approval (and date where known): ***Approval in principle must be obtained from the relevant source prior to seeking ethical approval***	Research Degrees Committee	X	**15/03/2026**	
		Institute Research Committee	☐		
		Other (write in)	☐		

SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.	
1	**UWTSD Research Ethics & Integrity Code of Practice**	☒
2	**UWTSD Research Data Management Policy**	☒
3	*[List any other relevant documents here]*	☐

SECTION D: External Collaborative Research Activity

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution					
2	Contact person name					
3	Contact person e-mail address					
4	Is your research externally funded?		**YES**	☐	**NO**	☒
5	Are you in receipt of a KESS scholarship?		**YES**	☐	**NO**	☒
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	**YES**	☐	**NO**	☒
7		Employed	**YES**	☐	**NO**	☒
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES then the permission question below does not need to be answered.	**YES**	☐	**NO**	☒
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	**YES**	☐	**NO**	☒

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	**YES**	☐	**NO**	☒
	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).				

SECTION E: Details of Research Activity

1	Indicative title:	Analysing the Effects of Employee Turnover at Amazon's Croydon Warehouse		
2	Proposed start date:	11/10/2025	Proposed end date:	01/05/2026
	Introduction to the Research (maximum 300 words per section) **Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below:** *Purpose of Research Activity* *Proposed Research Question* *Aims of Research Activity* *Objectives of Research Activity* Demonstrate, briefly, how **<u>Existing Research</u>** has informed the proposed activity and explain *What the research activity will add to the body of knowledge* *How it addresses an area of importance.*			
3	**Purpose of Research Activity** This research study is crucial in terms of understanding different aspects of employee's motivation within the corporate workplace. To investigate employee turnover, it's causes, and impact at Amazon's Croydon Warehouse			
4	**Research Question**			

	What factors drive employee turnover at Amazon's Croydon and its impact on operations?
5	**Aims of Research Activity** This study examines employee turnover and its impact on warehouse operations at the Amazon Croydon warehouse.
6	**Objectives of Research Activity** The research objectives are: 1. To identify the main factors contributing to turnover at Amazon Croydon. 2. To examine the effects of turnover on operational efficiency and workforce stability. 3. To evaluate strategies to reduce turnover and improve retention. 4. To recommend improvements to HR practices to enhance employee retention and organisational performance.
	Proposed methods (maximum 600 words) Provide a summary of all the methods that **may** be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should instead describe how you intend to collect the data necessary for you to complete your project.
7	Adoption of inductive research approach will be beneficial. For this specific research study, the exploratory research design will be utilized. Qualitative strategy of research will be conducted for this research investigation which is crucial for analysing the interview data in a qualitative manner. For performing this research study, the researcher will be utilizing the purposive sampling method. Primary data collection methods will be beneficial and for collecting primary data, the researcher will be conducting the interview method for around 10 employees. (this box should expand as you type)

	Location of research activity Identify all locations where research activity will take place.
8	Amazon Warehouse, Trojan Way, Croydon CRO 4XL
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research, then please state this.
9	N/A *(this box should expand as you type)*

10	Use of documentation not in the public domain: Are any documents **NOT** publicly available?	**NO**	☒
		YES	☐
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. *(this box should expand as you type)*		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	**YES**	**NO**
12	A prosperous Wales	☐	☒
13	A resilient Wales	☐	☒
14	A healthier Wales	☐	☒
15	A more equal Wales	☐	☒
16	A Wales of cohesive communities	☐	☒
17	A Wales of vibrant culture and thriving Welsh language	☐	☒
18	A globally responsible Wales	☐	☒

19	If YES to any of the above, please give details:
	(this box should expand as you type)

SECTION F: Scope of Research Activity

	Will the research activity include:	**YES**	**NO**
1	Use of a questionnaire or similar research instrument?	☐	☒
2	Use of interviews?	☐	☒
3	Use of focus groups?	☐	☒
4	Use of participant diaries?	☐	☒
5	Use of video or audio recording?	☐	☒
6	Use of computer-generated log files?	☐	☒
7	Participant observation with their knowledge?	☐	☒
8	Participant observation without their knowledge?	☐	☒
9	Access to personal or confidential information without the participants' specific consent?	☐	☒
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
11	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
12	Investigation of participants involved in illegal activities?	☐	☒
13	Use of procedures that involve deception?	☐	☒
14	Administration of any substance, agent or placebo?	☐	☒
15	Working with live vertebrate animals?	☐	☒
16	Procedures that may have a negative impact on the environment?	☐	☒
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.		
	Details of any other primary data collection method: (this box should expand as you type)	☐	☒

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:	**YES**	**NO**
1	Students or staff at the University?	☐	☒
2	Adults (over the age of 18 and competent to give consent)?	☐	☒
3	Vulnerable adults?	☐	☒
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
5	Prisoners?	☐	☒
6	Young offenders?	☐	☒
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
8	People engaged in illegal activities?	☐	☒
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.	☐	☒
	Details of any other participant groups: (this box should expand as you type)		

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
10	How many participants are expected?	n/a
11	Who will the participants be?	n/a
12	How will you identify the participants?	n/a .

	Information for participants:	**YES**	**NO**	**N/A**
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☐	☐	☒
14	Will you tell participants that their participation is voluntary?	☐	☐	☒

15	Will you obtain written consent for participation?	☐	☐	☒
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☐	☐	☒
17	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☒
18	Will you tell participants that they may withdraw from the research at any time and for any reason?	☐	☐	☒
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☐	☐	☒
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☐	☐	☒
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☐	☐	☒
22	If NO to any of above questions, please give an explanation			
	For this research, their permission (informed consent). *(this box should expand as you type)*			

	Information for participants:	**YES**	**NO**	**N/A**
24	Will participants be paid?	☐	☐	☒
25	Is specialist electrical or other equipment to be used with participants?	☐	☐	☒
26	Are there any financial or other interests to the investigator or University arising from this study?	☐	☐	☒
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☐	☒
28	If YES to any question, please provide full details			
	(this box should expand as you type)			

SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	☒
		No	☐
2	**Risks to participants** For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Risk to participants: n/a	*How you will mitigate the risk to participants:* n/a	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities		
	The research doesn't include any sensitive, embarrassing or upsetting topics. *(this box should expand as you type)*		
4	**Risks to the investigator**		

	For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest	
	Risk to the investigator: Conflict of interest. . *(this box should expand as you type)*	*How you will mitigate the risk to the investigator:* Ensuring conflict of interested is reported and avoided.
5	**University/institutional risks** For example: adverse publicity, financial loss, data protection	
	Risk to the University: Data protection issue or reputation of the University if the investigation/data collection goes wrong.	*How you will mitigate the risk to the University:* Attended ethics training to be aware of protocol, policy and procedure; also obtain ethical approval from Uni and consent from rep before collecting data.
6	**Environmental risks** For example: accidental spillage of pollutants, damage to local ecosystems	
	Risk to the environment: Environmental issues like COVID/flu, etc.	*How you will mitigate the risk to environment:* PPE and safety measures. *(this box should expand as you type)*

	Disclosure and Barring Service			
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	**YES**	**NO**	**N/A**
7	Does your research require you to hold a current DBS Certificate?	☐	☒	☐

8	If YES, please give the certificate number. If the certificate number is not available, please write “Pending”; in this case any ethical approval will be subject to providing the appropriate certificate number.	

SECTION I: Feedback, Consent and Confidentiality

1	**Feedback** What de-briefing and feedback will be provided to participants, how will this be done and when?
	n/a
2	**Informed consent** Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	n/a
3	**Confidentiality / Anonymity** Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	n/a *(this box should expand as you type)*

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 “GDPR” and the Data Protection Act 2018 “DPA”)?	**YES**	**NO**
1	***“Personal data”*** *means any information relating to an identified or identifiable natural person (‘data subject’). An identifiable natural person is one who can*	☐	x

	be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.		
	If YES, provide a description of the data and explain why this data needs to be collected:		
2	*(this box should expand as you type)*		
	Does it involve special category data (as defined by the GDPR)?	**YES**	**NO**
3	***"Special category data"*** *means sensitive personal data consisting of information as to the data subjects' –* *(a) racial or ethnic origin,* *(b) political opinions,* *(c) religious beliefs or other beliefs of a similar nature,* *(d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992),* *(e) physical or mental health or condition,* *(f) sexual life,* *(g) genetics,* *(h) biometric data (as used for ID purposes),*	☐	x
	If YES, provide a description of the special category data and explain why this data needs to be collected:		
4	*(this box should expand as you type)*		

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	**YES**	**NO**
5	Manual files (i.e. in paper form)?	☐	☒
6	University computers?	☐	☒
7	Private company computers?	☐	☒
8	Home or other personal computers?	☒	☐
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☒
10	"Cloud" storage or websites?	☐	☒
11	Other – specify:	☐	☒
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		

	Data is password protected. *(this box should expand as you type)*

	Data Protection		
	Will the research activity involve any of the following activities:	**YES**	**NO**
13	Electronic transfer of data in any form?	☐	☒
14	Sharing of data with others at the University outside of the immediate research team?	☐	☒
15	Sharing of data with other organisations?	☐	☒
16	Export of data outside the UK or importing of data from outside the UK?	☐	☒
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
18	Publication of data that might allow identification of individuals?	☐	☒
19	Use of data management system?	☐	☒
20	Data archiving?	☐	☒
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	(this box should expand as you type)		
22	List all who will have access to the data generated by the research activity:		
	The researcher, supervisor, and the university *(this box should expand as you type)*		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	The researcher and the university		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why.		
	Data will be stored in a personal computer and password protected. *(this box should expand as you type)*		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so please explain. (*Most relevant to academic staff)*		

	n/a *(this box should expand as you type)*		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	**YES**	☒
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	**YES**	☒

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	**Signature of applicant:**	Isaac Saah	**Date:** 06/03/26

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Dr. Rameses Manalang	**Date: 15/03/2026**
3	Signature:	Rameses Manalang	

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		**Date:**
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☒	I have read the guidance notes supplied before completing the form.
☒	I have completed **ALL RELEVANT** sections of the form in full.
☒	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (**where appropriate**)
☐	I have attached a full risk assessment (where appropriate) *ONLY TICK IF YOU HAVE* ***ATTACHED A FULL RISK ASSESSMENT***
☒	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☒	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS AND STAFF ONLY
All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name. You will be informed of the outcome of your claim by email; therefore **it is important that you check your University and personal email accounts regularly.**
STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

This form is available electronically from the Academic Office web pages:
https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/