IRJEMS International Research Journal of Economics and Management Studies
Published by Eternal Scientific Publications
ISSN: 2583 – 5238 / Volume 4 Issue 4 April 2025 / Pg. No: 163-172
Paper Id: IRJEMS-V4I4P117, Doi: 10.56472/25835238/IRJEMS-V4I4P117

Research Article

Implications of Employee Theft on the Financial Performance of Retail Small and Medium Enterprises (SMEs)

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Received Date: 14 March 2025 Revised Date: 28 March 2025 Accepted Date: 30 March 2025 Published Date: 09 April 2025

Abstract: *Employee theft has been identified as one of the most popular workplace deviances that are a common problem experienced by business in almost every country around the world. This study sought to find the main reasons why employees steal, the prevention and monitoring techniques used in addressing the situation, and the impact employee theft has on the performance of the business in retail SMEs. The study was conducted by self-administered questionnaires to 330 retail SME owners and managers in Mangaung Metropolitan Municipality (Bloemfontein, Botshabelo and Thaba Nchu). The findings of the study revealed that the opportunity to steal and employees feeling underpaid for their hard work were identified as the reasons why employees steal. The study also found that the majority of SME owners and managers do not have or use any monitoring technique. Employee theft was found to negatively affect the financial performance of the business. The respondents used for the study were owners and managers of SMEs, so future research can use employees as the respondents to find out whether the findings can be generalised across businesses in different business sectors.*

Keywords: *Employee theft, Financial Performance, Implications, Retail, Small and Medium Enterprises*.

I. INTRODUCTION

Employee theft is one of the most popular forms of workplace deviance that has proven to be a common problem in most organisations in almost every country around the world. Theft can be defined as the unlawful act of someone retaining what is not rightfully theirs and thus signifies the exploitation or misuse of the employer's properties without their approval (Botha, 2012). Every year, thousands of employees are apprehended for stealing from their employers and co-workers. Employee theft is generally high among businesses in the retail industry (Ciciora, 2012; Covello, 2012; Howland, 2015; Moorad, 2015; Neneh, 2015). Statistics depict that nearly 95% of employees steal from their employers (Gershon, 2014). Approximately 75% of all employees steal from their employers at least once, and some do so more repeatedly (Neneh, 2015). In developed countries, statistics by Hayes International in 2014 revealed that one out of every 38 employees was detained for theft from their employer (Maurer, 2015). In the USA, a retail theft survey found that in 2012, approximately one out of every 40 employees was detained for stealing from their employers. Similarly, in Canada, employee theft accounts for a third of the annual 4 billion dollars in losses that Canadian retailers incur due to shrinkage, including theft (Strauss, 2012).

In developing countries such as Thailand, a study conducted by PricewaterhouseCoopers (PwC) showed that 89% of employees who steal from their workplaces are middle managers who have worked at the company for between three and five years (PWC, 2014). This is regardless of many pricey technological and extensive security solutions put in place. In Africa, Akwa (2015) observed that one of the major threats to the survival of small and even big business failures in Nigeria was attributed to employee theft. In Kenya, a study by Ciuri and Juma (2015) found that Tuskys, which is Kenya's second-largest retail chain, loses more than a hundred million Shillings every month to employee theft. This challenge of employee theft has led to billions in annual losses, with some businesses either laying off employees and/or shutting down their operations (Newsweek staff, 2010; Forsyth & Copes, 2014; Neneh, 2015; Kent, 2015; Aamodt, 2016; Mueller, 2016). Nell and Cant (2012) add that not only does employee theft result in the loss of profits, but businesses also incur additional costs in terms of legal expenses, loss of productivity, loss of experienced staff, costly security measures, replacement of products, increased insurance, and additional expenses in training and retraining new staff members. Thus, employee theft is perceived to be one of the most severe problems facing many businesses worldwide, and this needs to be critically addressed.

In South Africa, the retail sector is the third-largest segment of the economy and is influenced by a number of high-profile organisations (Klynveld, Peat, Marwick, Goerdeler, (KPMG), 2016). It is one of the most important contributors to the national economy, as it contributes over 14% to the country's GDP (Wright, 2014). Employee theft is costing South African companies billions of Rands annually (The Star South Africa, 2015). McLintock (2014) also explained that employee theft accounts for over 70% of all retail shrink (which increased by 5.5% in the 2012/2013 year). McLintock further stated that only one out of 40 employees is caught stealing, and the implication of this is the remaining 39 get away with theft, and repetitively for that matter.

Hunt (2011) and Govender (2012) established that 37% of losses incurred by businesses in South Africa are attributed to employee theft. In the same trend of results, a study by Dyball (2015) also revealed that 46% of all retail theft is perpetrated by employees, and such theft often includes the stealing of products by someone directly employed.

The high rate of employee theft has contributed to the dismal performance (Catalano, 2014) and high failure rate among SMEs (Masinga, 2015). In May 2013, the Minister of Trade and Industry, Rob Davies, specified that five out of seven new small businesses fail within the first year (Burger, 2016). Similarly, other researchers (Timm, 2015; Dludla, 2015) articulated that South Africa still has the highest failure rate of small businesses. Studies by (Fatoki & Odeyemi, 2010; Olawale & Garwe, 2010) have also maintained that the failure rate of South African SMEs is one of the highest in the world, at 75%. Moreover, Timm (2013) affirmed that 70% of businesses fail in their first year of operation, and a report from News24 (2010) also showed that 63% of businesses fail within their first two years of trading. The weak performance, coupled with the failure rate of SMEs, has resulted in a high unemployment rate, which is currently estimated at 26.7% (Musi, 2016). With South Africa having a high unemployment rate and huge disparities in income and living standards, ensuring that more businesses succeed becomes important. As such, it becomes vital to examine all the various reasons and causes of employee theft, the impact it has on business performance, and the measures used by employers to improve the situation.

II. PROBLEM STATEMENT

In South Africa, SMEs are still failing in spite of all the efforts by the government to enhance the performance of small businesses (Olawale & Garwe, 2010). Failure of SMEs to reach the desired performance levels has motivated this study to examine other areas of management and operation that could potentially stimulate higher performance. Also, it is quite evident, that most of the South African retail businesses are affected by the increasing rate of theft by employees. This has led to companies losing billions on an annual basis, with some companies going bankrupt while others stop operations. Employee theft does not only affect business owners and managers; it also affects the community in that it lowers charitable giving and consumers bear the cost of higher prices (Dabil, 2005; Wehbe, 2013). In most businesses, information about the rate, incidences, and costs associated with employee theft is very basic. Knowledge of who committed theft in most instances is usually insufficient because many small businesses still do not find it important to differentiate theft by employees from theft by other external parties. More so, reasons explicating why employees steal are unknown and this in itself makes it difficult to put in place measures to address the situation. Moreover, different methods that employees use to steal from their employers have been identified with mixed findings across different countries and regions (Garrett, 2013; Shorr, 2013; Joseph, 2014; Heskett, 2016). As such, it becomes important in the framework of this study to find out the main reasons why employees steal, which prevention and monitoring techniques are used in addressing the situation, and the impact employee theft has on the performance of the business.

III. OBJECTIVES

The objectives of the study are to:

- To investigate the reasons why employees steal.
- To determine which prevention and monitoring techniques SME owners and managers use to identify and reduce employee theft.
- To examine the impact of employee theft on the performance of SMEs in the retail sector in South Africa.

IV. LITERATURE REVIEW

A) Overview of the retail sector South Africa

Over the last decade, the South African retail industry has immensely evolved. This is proven by urbanisation, which continues to increase as the country now has 64.3% of people living in urban areas compared to 52% in 1990. The increased demand and development of malls in major urban residential areas is due to the rapid construction of high-density housing. This has enabled the retail industry to facilitate the efficient distribution of goods to most areas of the country, including townships and rural areas, due to the improved road network. With a huge portfolio of significant domestic businesses, it is therefore not unexpected that South Africa's retail industry is currently among the continent's biggest and wealthiest markets. For new players, it offers lucrative investment opportunities (RNCOS, 2011). Numerous powerful companies and a lot of aspirational smaller stores are in charge of it (Chibaya, 2016). Even though some market segments have been impacted by recent macroeconomic challenges, the South African retail industry has grown steadily and attracted several new international businesses seeking a foothold in the rest of the continent. Their entry highlights the industry's strong foundation and the market is expected to continue to be very busy and competitive in the years to come (Oxford Business Group, 2016). As demonstrated by the rise of new shopping malls, the nation's retail industry is the 20th largest in the world and is still expanding at an exponential rate (Mafini & Dhurup, 2015). In addition to causing cities to increase their retail space, the quick development of shopping malls and trade centres has also led to the development of certain townships (SA Commercial Prop News, 2013). Thus, a more competitive retail environment has been substantially facilitated by the nation's current and upgraded infrastructure.

B) Theories on Employee Theft

In understanding why employees steal, several theories and concepts have been put forth. The two distinct theoretical perspectives are the personal factors and the workplace factors. These theories form the background and basis for selecting the appropriate theoretical framework for this study. Person-based theories comprise the following theories: community pressure theory, economic pressure theory, and opportunity theory. Community pressure theory states that the frequency of employee theft in a company gives a clear picture of the rate of peaceful theft found in the larger community (Hollinger & Clark, 1983b; Robinson & Bennett, 1997; Niehoff & Paul, 2000). The fundamental theoretical premise is that if a business employs locals from that community, their aggregate theft behaviour at work might match the amount of theft in the neighborhood (Hollinger & Clark, 1983b). The person's criminal history may be one factor contributing to this. According to the economic pressure theory, people may turn to unlawful measures in order to accomplish socially acceptable aims during periods of extreme economic strain (Hollinger & Clark, 1983a). A person's financial stability and, thus, their decision to commit employee theft may be influenced by the state of the economy of the community where they live and work (Dabil, 2005). Opportunity theory states that crime is the outcome of the contact between character and circumstances. Therefore, employee theft is highly reliant on the criminal opportunities enabled by the environment in which employees have fortunate access to valuable assets due to their jobs (Van Dijk, 1994; Felson & Clarke, 2010). Opportunity theory focuses on analysing the opportunity structure that leads to the stealing of employees. It does not justify the stealing motives of the offender, but it tries to find a means of reducing it. In their study, Hollinger and Clark (1983) conducted a study of theft by employees in which they learnt that the characteristics of the merchandise or goods available to employees played an important role in the amount of theft. Also, employees with unrestricted access to valuables and cash reported higher levels of theft.

Workplace-based theories answer the question as to why some organisations experience more theft than others. Workplace-based theories consist of the organisational climate theory, job satisfaction theory, and reinforcement theory. Organisational climate theory is centred upon Sutherland's theory of "differential association" (1947). The main point driven here is that employee theft affects the informal organisational structure at the workplace. This is to say that an organisation that is dominated by the "culture of dishonesty" encourages employees to learn the motivations and techniques for committing theft. These techniques include interacting with peers and justifying the stealing behaviour to remove the feeling of guilt and shame (Shover & Hochstetler, 2002; Clinard & Meier, 2015; Wicklander-Zulawski and Associates, 2016). The Job satisfaction theory states that a person identifies how much effort another person puts in and the amount of input gained from a relationship compared to the output during a social exchange (O'Rourke & Collins, 2008). Huseman, Hatfield, and Miles (1987) went on to say that if the employee believes there is an unfair disparity between two social groups or individuals, they are likely to feel angry or unhappy since the input and the output are not equal. The amount and calibre of an employee's contributions to their work are known as inputs. An employee in any position within the company wants to believe that their salary is commensurate with their performance and contributions. An employee who feels underpaid will be unhappy and may grow antagonistic towards the company and his coworkers, which could eventually lead to low motivation and poor performance (Bizshifts, 2014; Dugguh & Dennis, 2014; Ball, 2015). Perceived inequity by the person is the source of motivation to steal (Adam, 1965; Baron, Henley, McGibbon & McCarthy, 2002; Browne, 2013). In order to either reinforce desired behaviour or suppress undesirable behaviour, the reinforcement theory combines rewards and penalties. In addition to removing the dishonest worker, firing a theft-prone employee serves as a warning to other workers that stealing will not be accepted and will result in termination, according to Muir (1996).

C) Causes of Employee Theft

The vast majority of research conducted on employee theft has mainly focused on understanding why employees engage in theft (Kennedy, 2013). These causes have been grouped into individual, organisational, and situational factors (Emilus, 2011:24). The individual factor (personal qualities), according to Moorthy, Seetharaman, and Foong (2015:65), refers to the negative traits of certain employees, such as dishonesty, the ability to steal, greed, rationalisation, irresponsibility, selfishness, deceit, lying, rudeness, crudeness, and malice. According to Idiakheua and Obetoh (2012:915), even relatively honest employees will grow more accustomed to stealing when they consistently witness a higher frequency of employee theft if the company allows more dishonest employees to enter due to laxer screening standards and if more employees steal overall because they are more likely to justify theft and/or vent their resentment during a recession. The opportunity can be used to explain the situational factor. There are opportunities for theft when there is a lack of proper job separation when the company is experiencing a crisis, and when employee turnover is high (Faulkner, 2007). Employees are frequently surrounded by opportunities, especially senior employees, those working antisocial hours like cleaners or shelf stackers, or those with little supervision, like those in charge of small outlets where they might be working alone (Beck, 2006:7).

Job satisfaction and pay are examples of organisational elements. First, when it comes to job happiness, workers who are unhappy at work are more inclined to steal in order to get revenge on their boss, who they believe is treating them poorly or unfairly. According to Langner (2010), the more unsatisfied a person is with their working conditions, the more likely they are to commit crimes. Additionally, Wells (2013:116) argued that workers who are unhappy in their positions are more prone to resort to unlawful or counterproductive means of redress in an attempt to address the perceived "inequity." In addition, Wells (2001) defined compensation as input and output equity, rewards equity, and pay equity. Employee theft could result from unfair pay practices. People steal from their employers in order to bring equilibrium to a situation where they believe they have worked more than they would otherwise be compensated (inequity).

D) Prevention and monitoring techniques of Employee Theft

As much as business owners and managers may never be able to completely curb employee theft, there seem to be many practical measures that can be put in place to regulate and reduce its effect on businesses (Langner, 2010). Formal policy controls, hiring controls, security controls, and punishment are the basic categories under which employee theft control techniques fall (Daxter, 2014). Establishing a culture that appreciates and upholds principles like honesty and integrity is the first step towards implementing formal policy controls that work (Payne, 2013). These rules are frequently presented during the initial phases of the hiring process and are reaffirmed during the employee's tenure with the company via various channels, including meetings, memos, and posters for bulletin boards (Hollinger & Adams, 2007). A company's employee theft policy may have multiple purposes (Daxter, 2014). They act as official declarations that the company takes employee theft seriously and that there would be severe repercussions. The hiring process can be a useful tool for attracting the appropriate people and retaining the incorrect ones, but it is sometimes disregarded as a means of preventing losses in a company. Those in charge of hiring can use a variety of technologies to complete the crucial process of finding and employing people who will adhere to the company's standards (Daxter, 2014:64). Importation strategies or pre-employment integrity screening measures are some of the measures undertaken to aid the introduction of the best employees into the business. Workers chosen in this manner are less likely to commit theft (Friedman, 2009). Criminal conviction checks, job history verification, and the utilisation of repeated interviews are some of the most popular pre-employment integrity screening methods (Walsh, 2000; Hollinger & Langton, 2005; Hollinger & Adams, 2007; Friedman, 2009). The business's loss prevention department frequently implements security measures, which are the most obvious to employees and the most straightforward ways to try to reduce theft. Refund controls, such as restricting customer refunds to same tender transactions (cash for cash, credit for credit), requiring management approval on all returns, requiring associate and management signatures on all returns, keeping a hard copy of customer receipts, employee package or locker checks, mystery shoppers, and plain clothes detectives are some examples of these proactive measures, according to Hollinger & Langton, 2005; Mishra & Prasad, 2006; and Hollinger & Adams, 2007. Another formal approach for reducing theft is to punish people who have been detected stealing from the company (Daxter, 2014). Although this may vary from company to company, the punishment options may include restitution, criminal prosecution, internal discipline with employee retention, and termination (Daxter, 2014).

V. RESEARCH METHODOLOGY

To find companies in the retail industry, the researcher used the Yellow Pages directory. SME owners and managers working in the retail industry in the Mangaung metropolitan municipality (Bloemfontein, Botshabelo, and Thaba'Nchu) in the Free State province of South Africa were surveyed in order to gather data. Additionally, basic random sampling techniques and selective sampling were used in this investigation. By using the purposeful sampling method, participants are specifically chosen based on their personal attributes (Etikan, Musa & Alkassim, 2016:2). Simple random sampling ensures that all the businesses identified in the retail sector have equal chances of being selected. From the 400 businesses identified in the Yellow Pages, the researcher placed 400 papers with the names and physical addresses of retail businesses in Mangaung Metropolitan Municipality in a box and shuffled the papers in a box. Immediately after the first paper was randomly selected, the papers in a box were shuffled again, and the next paper was picked up from the box. The same process was conducted until 400 retail businesses were picked and considered, and the researcher visited them at the specific business location. Out of the 400 questionnaires that were issued, 330 questionnaires were collected, but only 252 were fully completed, giving the study a response rate of 63%.

VI. VARIABLES AND MEASURES

In this study, all the constructs were measured using three to five-point multi-item scales adopted from existing studies. Employee theft was measured as cash shortages and merchandise in the store scaled by store sales following prior studies by Chen and Sandino (2008). Questions on why employees steal were obtained from extant studies (Coenen, 2016; Kiewit, 2014; Shaw, 2013; Durham, 2016). SME performance was measured using subjective measures of financial performance as used in prior studies (Zulkiffli, 2011; Anggadwita & Mustafid, 2014). The financial measures included growth in sales, net profit, return on investment, cost efficiency, and market share. Statements measured by a Likert scale, measuring how worse or much better SMEs were compared to their competitors were used on different financial performance measures. As indicated by Zulkiffli (2011:3), managers often refuse to provide accurate, objective performance data to researchers. Even if objective data is made available, the data often do not fully represent firms' actual performance as SME owners and managers manipulate the data to avoid personal or corporate taxes.

VII. RESULTS AND DISCUSSION

A) Profile of respondents

Out of the 252 completed questionnaires, 147 (58.3%) were male respondents, 105 (41.7%) were female respondents, and the majority of the respondents were between 31 to 40 years (48.4%) and 41 to 50 years (25%). The largest ethnic group was the blacks, who made up 31.0% of the sample, followed by whites at 25.4%. Also, 46.4% of the SME owners and managers have been in operation for 1 to 5 years, 35.7% for 6 to 10 years, and 11.9% for 11 to 15 years. Furthermore, the majority of respondents had qualification a diploma and degree 31% and 35.3% respectively. Moreover, 85.7% of employees who engage in employee theft were employed on a full-time basis, while 80.9% of SME owners and managers reported that employee theft occurred on a daily basis. In addition, the most common methods of employee theft were theft of cash and theft of merchandise, accounting for 67.1% and 45.6%, respectively, and the employees who steal are till operators, cleaners, and sales assistants as they account for 37.7%, 31.75 and 31.7% respectively.

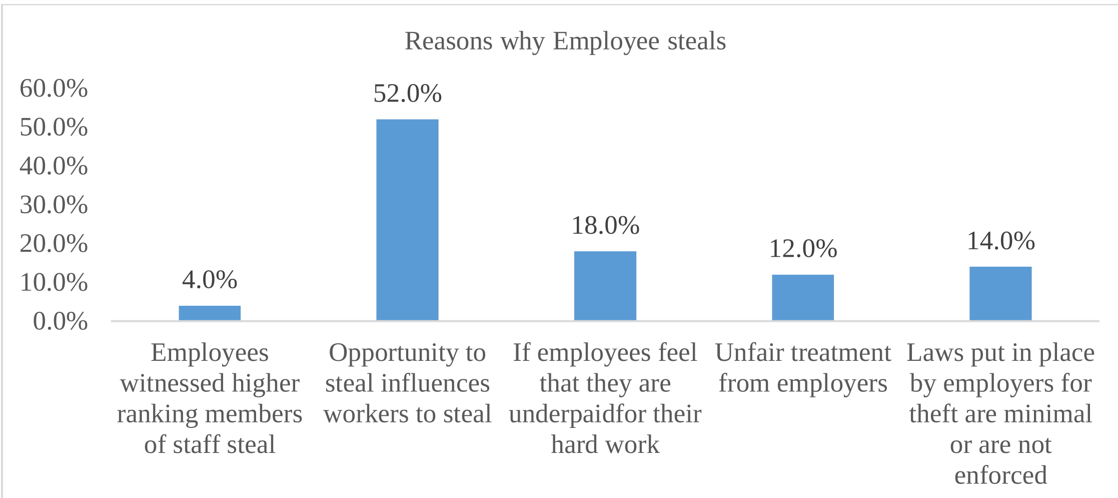

Figure 1: Reasons why employees steal

The results in Figure 1 depict the reasons for employee theft. The opportunity to steal (52%), employees feeling underpaid for their hard work (18%), and the laws put in place are minimal (14%) were cited as the most common reasons why employees steal. This result is in line with studies by Sennewald and Christman (2008), who identified the opportunity to steal as one of the four factors that give rise to employee theft. Following these authors, employee theft is caused by four main opportunities: easy access to company cash and property, the inherent lack of integrity, the pressure resulting from personal problems increases the propensity to steal, and the organisational climate is conducive to dishonesty. A possible explanation for this reason could be resulting from the current economic climate, which has led to a high rate of inflation, which negatively impacts the standard of living and thus increases the propensity to steal in order to balance this situation. Cant and Nell (2012) also identified being underpaid as one of the main reasons why employees steal in South Africa. Alstete (2006) pointed out that employees who steal from employers, often feel they were underpaid for their hard work and usually do not feel guilty when they steal. Also, studies by Cant and Nell (2012) found that the laws put in place against employee theft are minimal as the employees stated that they would not be caught if they stole. The finding raises serious concerns about the quality and effectiveness of the current methods and techniques put in place by employers to curb theft.

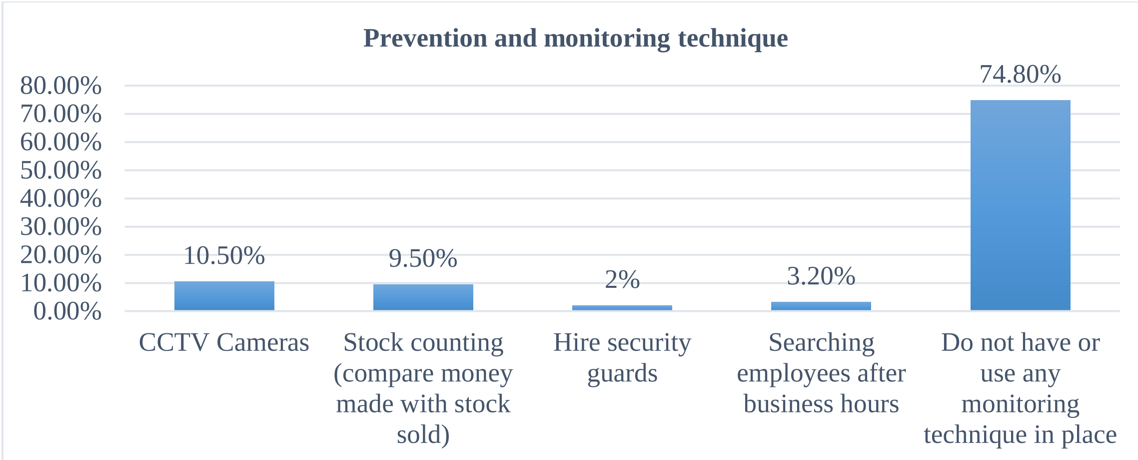

Figure 2: Prevention and Monitoring Techniques of Employee Theft

The results in Figure 2 depict the prevention and monitoring techniques used by SME owners and managers to curb employee theft. CCTV cameras (10.5%) and stock counting (9.5%) are the predominant prevention and monitoring techniques used by employers to curb and reduce employee theft. Also, what is unexpected and surprising is the fact that up to 74.8% of SME owners and managers do not have monitoring techniques or use any monitoring techniques to curb employee theft. This is a call for concern as employee theft is one of the most popular workplace deviance that is a common problem experienced by businesses in almost every country around the world, and thus there is an urgent need to address this situation.

B) The impact of employee theft on SME Performance

In order to check the construct validity of the performance measures (growth in sales, net profits, return on investment, market share, and cost efficiency) used in this study, a Principal component analysis was performed. This factor loaded into one component with an Eigenvalue of 3.281, thus accounting for 65.622% of the total variance. Also, Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity are the two tests that have been used to determine the appropriateness of factor analysis. Using the Kaiser Meyer-Olkin, a value of 0.807 was obtained, which indicates appropriateness, and for Bartlette's test, a p-value of less than 0.05 was obtained, which indicates that the factor analysis is considered appropriate and hence can be used to perform further analysis. Also, Cronbach's alpha was used to measure the internal consistency of the scales used in the study, and an alpha value of 0.862 was obtained, depicting the reliability of the measures and thus approving the use of these measures for further analysis. The results of the regression analysis are presented in Table 1 below.

Table 1: Regression analysis on employee theft and SME performance

Variable	**Beta**	**t-value**
Intercept		7.276**
Employee theft	-0.196	3.163**
R2	0.038	
Adjusted R2	0.035	
Durbin-Watson	1.464	
F -Value (sig)	10.003 (0.002)**	
SME Performance is the dependent variable		

** Sig at 1%; * sig at 5%

Results on Table 1 show the regression analysis on employee theft and SME performance. The results also indicate that the F-value is significant ($p \leq 0.01$), thus indicating the overall significance of the model. The results indicate that employee theft has a negative relationship with SME performance (β=-0.196; $p \leq 0.001$) and the results are significant at the 1% level. This results are in line with prior studies by (Brooks, 2013; Simon, 2016; Catalano 2014; Collins, Ricks, Van Meter, 2015) who also found employee theft to have a negative impact on performance of the business. These authors further expounded that employee theft reduces retail profits, which increases the buying prices of consumers, and in turn causes 30% of business failures. In addition to this, they alluded that employees involved in theft or associated with employees involved in theft usually have a reduced rate of productivity and increase the insurance costs as well as security costs.

VIII. MANAGERIAL IMPLICATIONS

The managerial implications of this study are based on the need for SME owners and managers to put in place strategies on how to curb employee theft. Firstly, SME owners can implement job rotation as a means to reduce employee theft. With job rotations, employees are shifted between different job responsibilities at regular intervals, so it can become difficult for them to familiarise themselves with specific areas of the business and cover their tracks, which in turn will minimise the likelihood of stealing from their employers. Secondly, given that employees feel underpaid for their hard work, employers should find a means of increasing the remunerations of the employees while also ensuring that they put in place motivation strategies so as to boost the employee morale, which in turn could go a long way to minimise the likelihood of employee theft. Thirdly, SME owners and managers should put in place strict enforcement policies, internal control, and monitoring systems.

IX. LIMITATION TO THE STUDY

This study only focused on the financial measures of SME performance, and as such, future research can also focus on the non-financial measures of SME performance, which include number of employees, customer satisfaction, technology, benefits/utility, labour productivity, product quality, employee satisfaction, retaining old customers, attracting new customers and research and development. A study that focuses on this will further enhance the understanding of SME performance from a broader perspective. Also, the respondents used for the study were owners and managers of SMEs, so future research can use employees as the respondents. More given that the study focused only on businesses in the retail sector, future studies should focus on businesses in other business sectors. Research focusing on this will definitely deepen the understanding of the subject and problem of employee theft from the employee’s perspective, as well as find out whether the findings can be generalised across businesses in different business sectors.

X. CONCLUSION

The fact that the opportunity to steal and employees feeling underpaid for their hard work were identified as the reasons why employees steal conforms with the opportunity theory and the job satisfaction theory. Given the fact that the majority of the SME owners and managers do not have or use any monitoring technique/systems, it becomes obvious that there are available opportunities for employees to steal, which thus makes them more enticed to steal. Also, when employees feel that they are underpaid, they will become dissatisfied, and once an opportunity presents itself to steal, they will have no feelings of guilt when they steal, as it will be seen as a way to compensate themselves for their hard work so as to make up for the perceived injustice. Moreover, it was established that employee theft has a negative impact on the financial performance of the business, and this could possibly account for the high failure rate amongst retail SMEs in South Africa. With South Africa having a high unemployment rate and the biggest disparities in incomes and living standards in the world, creating jobs has become the top priority for the South African government and all policymakers in the country. The fact that SMEs have been identified as an essential vehicle to address the challenges of job creation, economic growth and development, enhancing their survival and sustainability becomes critical. As such, it becomes imperative to address the problem of employee theft given that it is experienced by many businesses around the world.

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