

DECLARATION

I Rethabile Ramakhula-Mabona declare that:

(i) The research report in this dissertation, except where otherwise indicated, is my original research.

(ii) This dissertation has not been submitted for any degree or examination at any other university.

(iii) This work does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.

(iv) This dissertation does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:

a) their words have been re-written but the general information attributed to them has been referenced.

b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.

(v) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publication.

(vi) This dissertation does not contain text, graphics or tables copied and pasted from internet, unless specifically acknowledged, and the source being detailed in the dissertation and referenced.

Signed _____

ACKNOWLEDGMENTS

Glory be to my Father in heaven, for the grace and power that he granted me to finish this work: it was not easy. I would also extend my thanks to Pastor D & S. Dube and my friend Senate for the specific prayers they have made on my behalf regarding this work. From the bottom of my heart, I would like to honour the University of KwaZulu-Natal for affording me an opportunity to submit my work for examination and further thank Dr. G. Mutinta for examining my work. I would also love to express my appreciation to Mr. Naidoo and Mr. Williams for technical expertise in research methodology rendered to me during the course of my studies.

I am further indebted to my colleagues for their assistance, my friends who were there at all times. My honour is further extended to the Government of Lesotho through its Ministry of Finance and Development Planning for granting me the financial support and to the Ministry of Public Works and Transport for authorizing my study leave and the Ministry as the place of the study. To the employees of the Ministry, I also forward my sincere thanks for being my research participants. Furthermore, I extend my gratitude to Mrs. I. Monoko and Mr. K. Sello for allowing me to use their office space to access the SPSS Programme that made my data analysis possible.

Last, but definitely not least I would love to express, from the bottom of my heart, my gratitude to my family: mom, dad, brothers and sisters, aunty for their constant prayers, financial and emotional support, my daughters: Boitumelo and Naleli who are my source of inspiration and constant reminder that I have something to look forward to once I finish this work. Without their love and support, I would have probably crumbled under pressure and it is with all my unconditional love and gratitude that I dedicate this project to them.

DEDICATIONS

With my undying love, I dedicate this research project to my late beloved sister, Relebohile Grace Ramakhula, and my grandfather Ramohapi and Lesibane Ramakhula whose love, integrity and humour have, during the course of their lives motivated me to finish my work. I will always love you guys.

ABSTRACT

The study investigated the relationship between organisational commitment and turnover intentions among civil engineers in the Ministry of Public Works and Transport, Lesotho. The levels of commitment and turnover intentions and influence the biographic variables (gender, age, marital status, qualifications and experience) have on the study variables respectively were studied. It was of interest also to determine which aspect of organisational commitment mostly predicted turnover intentions. Both quantitative and qualitative methods were used to analyse the data from a sample of 86 subjects that was randomly selected from a population of 100 civil engineers. A questionnaire whose reliability test revealed a Cronbach's Alfa of 0.712 was used to collect data. Organisational commitment (independent variable) included affective, normative and continuance and turnover intentions (dependent variable) included intention to stay and intention to leave.

The results revealed variations in the levels of organisational commitment and turnover intentions. There were moderate levels of organisational commitment as well as low levels of intentions to stay and to leave. The results also showed no significant correlation among turnover dimensions. Both organisational commitment and turnover intention dimensions showed a significant difference with gender, whereas there were no significant differences between the latter and the respective biographic variables (age, status, qualification and experience). With multiple regression results, continuance commitment was the best predictor of intention to leave and normative commitment was the best predictor of intention to stay.

The study was confined to one sector of civil engineering within the Ministry of Public Works and Transport, Lesotho. Further research is to establish precursors and implications of organisational commitment in other sectors for applicability and generalisability of the findings to other studies. The study contributes to the emerging team of research on how work commitment forms and influences work behavior. In order to enhance employee retention and to decrease the likelihood of turnover, allowing the prevalence of organisational support, the supervisory support and the person job-fit exchange behaviours is very vital.

TABLE OF CONTENTS

SUBJECT	PAGE
Declaration	i
Acknowledgements	ii
Dedications	iii
Abstract	iv
Table of contents	vi
List of tables	xi
List of figures	xiii

CHAPTER 1

INTRODUCTION AND OVERVIEW OF STUDY

1.1	Introduction	1
1.2	Background to the study	1
1.3	Research problem	3
1.4	Hypotheses	3
1.5	Research objectives	4
1.6	Motivation for the study	5
1.7	Brief methodology	6
1.8	Ethical consideration	6
1.9	Definition of terms	7
1.10	Outline of the dissertation	9
1.11	Conclusion	11

CHAPTER 2

TURNOVER INTENTIONS

2.1	Introduction	12
2.2	Definition of turnover	13
2.3	Overview of turnover intentions	14
2.4	Social exchange theory	14
2.4.1	Perceived organisational support	15
2.4.2	Perceived supervisory support	16
2.4.3	Perceived person-job fit	17
2.5	Factors of turnover intentions	18
2.5.1	Organisational support	18
2.5.2	Supervisory support factors	28
2.5.3	Person-job fit factors	31
2.5.4	Biographical variables	35
2.6	Consequences of turnover	36
2.7	Labour retention strategies	36
2.8	Conclusion	42

CHAPTER 3

ORGANISATIONAL COMMITMENT

3.1	Introduction	43
3.2	Development of organisational commitment	43
3.3	Conceptualisation of organisational commitment	44
3.4	Factors affecting organisational commitment	48
3.4.1	Factors affecting affective commitment	49
3.4.2	Factors affecting continuance commitment	55
3.4.3	Factors affecting normative commitment	58
3.5	Consequences of organisational commitment	59
3.6	Creating and sustaining organisational commitment	62
3.7	Measuring organisational commitment	68

3.8	The relationship between organisational commitment and turnover intentions	73
3.9	Conclusion	73

**CHAPTER 4:
RESEARCH METHODOLOGY**

4.1	Introduction	75
4.2	Research design	75
4.3	Research methodology	76
4.3.1	Study site	76
4.3.2	Target population	75
4.3.3	Sampling strategies	76
4.3.4	Sample size and sample	78
4.3.5	Data collation method	79
4.3.5.1	Description of questionnaire	79
4.3.5.2	Construction of questionnaire	80
4.3.5.3	Pilot testing questionnaire	81
4.3.5.4	Administration of questionnaire	81
4.3.6	Data quality control	81
4.3.7	Data analysis	82
4.3.7.1	Descriptive statistics	82
4.3.7.2	Inferential statistics	84
4.4	Conclusion	86

**CHAPTER 5
PRESENTATION OF RESULTS**

5.1	Introduction	87
5.2	Presentation of results	88
5.2.1	Descriptive statistics	88

5.2.1.1	Frequencies and percentages	88
5.2.1.2	Measures of central tendency and dispersion	95
5.2.2	Inferential statistics	97
5.2.2.1	Intercorrelations amongst the respective dimensions of organisational commitment and turnover intentions	97
5.3	Hypotheses	99
5.4	Data quality control	113
5.5	Conclusion	114

CHAPTER 6

DISCUSSION OF RESULTS

6.1	Introduction	115
6.2	Measures of central tendency	115
6.2.1	Organisational commitment	115
6.2.2	Turnover intentions	118
6.3	Intercorrelations	120
6.3.1	Organisational commitment	120
6.3.2	Turnover intentions	121
6.4	Hypotheses	121
6.4.1	Hypothesis 1	121
6.4.2	Hypothesis 2	122
6.4.3	Hypothesis 3	124
6.4.4	Hypothesis 4	126
6.5	Conclusion	126

CHAPTER 7

RECOMMENDATIONS AND CONCLUSION

7.1	Introduction	128
7.2	Conclusions based on the findings	128

7.3	Recommendations based on the findings	131
7.4	Limitation for the study	134
7.5	Recommendations for future research	135
7.5	Conclusion	135

REFERENCES		136
-------------------	--	-----

APPENDIX		143
-----------------	--	-----

LIST OF TABLES

NUMBER		PAGE
Table 3.1	Commitment scale items	70
Table 5.1	Frequencies and percentages of age groups	89
Table 5.2	Frequencies and percentages of gender group	90
Table 5.3	Frequencies and percentages of highest educational group	91
Table 5.4	Frequencies and percentages of marital status	92
Table 5.5	Frequencies and percentages of number of years in organisation	93
Table 5.6	Frequencies and percentages of job category	94
Table 5.7	Mean, standard deviation, minimum and maximum scores for the dimensions of organisational commitment	95
Table 5.8	Mean, standard deviation, minimum and maximum scores for the dimensions of turnover intentions	96
Table 5.9	Intercorrelation amongst the dimensions of organisational commitment	98
Table 5.10	Intercorrelation amongst the dimensions of turnover intentions	99
Table 5.11	Pearson's correlation matrix between organisational commitment Dimensions and turnover intentions	100
Table 5.12	Organisational commitment by gender	102
Table 5.13	Affective commitment by biographical variables (gender, age, status, qualification, experience)	103
Table 5.14	Normative commitment by biographical variables (gender, age, status, qualification, experience)	104
Table 5.15	Continuance commitment by biographical variables (gender, age, status, qualification, experience)	105
Table 5.16	Turnover intentions and gender	106
Table 5.17	Intention to stay by biographical variables (gender, age, status, qualification, experience)	107
Table 5.18	Intention to leave by biographical variables (gender, age, status, qualification, experience)	108

Table 5.19	Results of the multiple regression analysis with turnover (intention to stay) as the dependent variable	109
Table 5.20	Results of the multiple regression analysis with turnover (intention to leave) as the dependent variable	111
Table 5.21	Cronbach's Coefficient Alpha	113

CHAPTER 1

INTRODUCTION AND OVERVIEW OF STUDY

1.1 Introduction

Worldwide organisations, academic institutions, NGO's, individuals to mention but a few, undertake research studies to solve problems and to gather fresh information. Although such processes are involved every day, Kumar (2005) notes that the difference between casual day-to-day's generalisation and the deductions is usually accepted as scientific planned enquiry that employs suitable scientific practices to resolve problems and generate fresh information that is commonly relevant.

In the light of the introduction, the chapter seeks to delineate the research process that the researcher followed to undertake the research study to provide the overview of the study. The process first includes the background to the study, followed by the research problem and the hypotheses. The chapter further highlights the objectives of the study and its significance. The justification of the study is paramount as well as methodology brief. The research process also includes ethical consideration and the limitations the study portrays. It defines the major terms and provides a full outline of the study. To end, the conclusion is made on the chapter.

1.2 Background to the study

Lesotho, which is formally the Kingdom of Lesotho after gaining its independence in October, 1966 is surround by South Africa. It is over 30, 000km in size and has a population somewhat above two million. It has ten district and its capital city is Maseru. People in this country are predominately Basotho and speak Sesotho. The kingdom of Lesotho is a constitutional monarchy and has a prime minister who is head of the government with executive authority. The king

serves as ceremonial function and does not own any policymaking power Lesotho Ministry of Tourism Environment and Culture Annual Report, 2013. To run its socio-economic affairs, the Government of Lesotho has twenty-three public ministries in which each is headed by a minister assisted by the principal secretary for a specific mandated to fulfil. Hence, the Ministry of Public Works and Transport is amongst the public ministries of the government of Lesotho and mandated to manage road infrastructure through the Roads Directorate.

The Roads Directorate is therefore a road sector whose function is to ensure that current roads and access routes are carefully and regularly retained, improved when necessary and stretched suitably to fulfil the needs of the nation and the country. The main functions of the Roads Directorate are road network planning, development and maintenance, quality assurance as well as construction and maintenance of some footbridges. The Roads Directorate was established in 2008 as a sector under the ministry of Public Works and Transport. It was formed to restructure the roads sub-sector. It was formed by the merger of the former Roads Branch (RB) and former Department of Rural Roads (DRR) (Roads Directorate Annual Report, 2014).

To effectively and efficiently run its functions, Roads Directorate has a Chief Engineer (Engineer) and five Principal Engineers and Finance Director who have divisions to run. The sector has a headquarters office situated in the Maseru district and three main regional offices within three districts. These includes, North Region – Berea district; South Region – Mochale's Hoek district; and Central Region – Maseru district. Each region is headed by a Regional Manager with Civil Engineering qualification. The regional offices are therefore situated in all the ten districts of Lesotho. Furthermore, the sector has establishment posts of 250 staff where 148 are currently filled posts and 102 are vacant posts. Within the 148, 100 are civil engineers and the rest are technicians and others (cooperate staff – HR, finance, administration, legal and procurement) (Roads Directorate Annual Report (2014)).

The Civil Engineers are the core staff members of the Roads Directorate. To retain them, the organisation has put in place interventions such, engineer professional development programme that is aimed at assisting the engineer staff members to be professional in their careers, there are promotion strategies for engineer staff members and there is a competitive remuneration package

also. Engineers are prioritised during allocation of institutional living camps, they are regularly trained. The Roads Directorate is however continuously losing engineer staff members in a high rate. Thus, leaving the company has turned into a norm in the profession of civil engineering in the organisation. It is very difficult to reflect on the typical civil engineers who stay since they are leaving the organisation whenever they want to. The turnover amongst civil engineers disrupt production schedules and services. This is also costly as new employees with appropriate skills must be recruited, trained and nurtured to perform in the dynamic organisational environment. Therefore, the need to combat the turnover challenge of civil engineers within the organisation is highly vital.

With this challenge of high staff turnover of civil engineers in the ministry, the study establishes the relationship between organisational commitment and turnover intentions (intention to stay and to leave). In this process, the multidimensional conceptualisation of organisational commitment by Meyer and Herscovitch (2003) is adopted in order to develop a theoretical model of the study. This explains how workers develop diverse forms of commitment to the company and how each influences their decision to exit or remain members of the company.

Organisational commitment and turnover intentions have been substantially explored. The investigations have considered an attachment to the organisation as a precursor of organisational efficiency and its consequences. This implies that affiliation to organisation influences the employee's decision to remain with or to exit the company, employee's truancy, the employee's discretion to put more effort towards achievements of organisational set goals and productivity (Cooper-Hemik and Viswesvaranand and Cohen, 2003). Organisational commitment-turnover relationship has been, perhaps, the most investigated phenomenon in the following fields and professions: social workers, design engineers, expatriates managers, public accountants, librarians, medical practitioners, electronic sector and sales managers in the different parts of the world. Studies in these fields and professions have discovered that employees with strong attachment to the company have high intentions to stay and those that have low commitment to their organisations may leave (Cooper-Hemik *et al.*, 2003).

Notwithstanding the extensive investigation of the association between employee affiliation to the company and the decision to remain or exit the organisation in respect of the above mentioned fields and professions, there has never been research done in the profession of civil engineering within Public Works and Transport Lesotho and this negates the need to understand the turnover intentions from the perspective of different professions and fields which necessitates an effective insight of relationships and variances of turnover intentions amongst different forms of professions and fields (Powell and Meyer, 2004). Hence the study is considered very important and worth taking.

1.3 Research problem

The Ministry of Public Works and Transport through the Roads Directorate is mandated by the government of Lesotho to manage road infrastructure by ensuring that the current roads and access routes are carefully and regularly retained, improved when necessary and stretched suitably to fulfil the needs of the nation and the country. To execute the mandate effectively, the roads directorate have employed qualified civil engineers and have put in place competitive salaries in order to motivate and retain them. Other benefits that it offers are retention allowance and training which is both short and long term. Civil engineers are also trained to sub-contract so that they can be employable and self-employed. They are offered company houses with low rental fees, among others. Despite the said organisation efforts, the ministry has been facing the problem of high staff turnover in the field of civil engineering which is the core profession for the organisation to attain the business goals. Therefore the The study seeks to explore the association between organisational commitment and turnover intentions. Establishing this relationship will enable the identification of the antecedent conditions to understanding and controlling the recurring problem of turnover amongst the civil engineers of the studied roads sector. Finally, investigating the organisational commitment-turnover relationship in the civil engineering profession attest the efforts of the developing inquiries, which endeavor to discover the effects of various commitments on one another and on the work behavior and outcomes.

1.4 Hypotheses

The following hypotheses have been considered for the study:

Hypothesis 1: There is a significant relationship between organisational commitment and turnover intentions.

Hypothesis 2: There is a significant difference in the levels of organisational commitment of employee varying in biographical variables (age, tenure, gender and education), respectively.

Hypothesis 3: There is a significant difference in the levels of turnover intentions of employees varying in biographical variables (age, tenure, gender and education), respectively.

Hypothesis 4: Continuance commitment is the greatest predictor of turnover amongst affective commitment and normative commitment.

1.5 Research objectives

For the purpose of the study the main objective of the study was:

- To establish the relationship between organisational commitment and turnover intentions amongst civil engineers in the roads sector.

The sub-objectives of the study included:

- To establish the levels of organisational commitment and turnover intentions respectively, with the civil engineers in the roads sector.
- To examine effect of biographical variables (age, tenure, gender, education) on organisational commitment and turnover intentions respectively.

- To determine which aspect of organisational commitment mostly predicts turnover intentions of civil engineers in the roads sector.

1.6 Motivation for the study

Turnover amongst civil engineers is a norm in the Ministry of Public Work and Transport and this disrupts effective and efficient production and service delivery for the continuity of the organisation. Also, there has never been an establishment of the organisational commitment-turnover relationship in the profession of civil engineers within the ministry of Public Works and transport Lesotho. Therefore, the study seeks to achieve a better understanding of the relationship between organisational commitment and turnover. Establishing this relationship will enable the identification of the antecedent conditions to understanding and controlling the recurring problem of turnover in the Ministry of Public Works and Transport among the civil engineers. Also, the study further provides insight on the dimension of organisational commitment that most predicts turnover in the department. Through this, managers shall know where, how and when to channel necessary resources for the development of such dimensions as a way to overcome the challenge of high turnover among civil engineers in the Ministry of Public Works and Transport. Finally, investigating the organisational commitment-turnover relationship in the civil engineer profession contributes to emerging team of research, which attempts to explore how work commitment forms affect one another and how together they serve to influence work behavior and outcomes.

1.7 Brief methodology

The research design for this study is an explanatory study that is analysed through quantitative methods. A survey is employed as a method of data collection and questionnaires are used to gather data within Roads Sector amongst the Civil Engineers from the sample size of 80 members randomly selected from a population of 100 units. The questionnaire will be personally administered to the study participants after being pilot tested. The ethical issues will be considered on the part of the participants, the study site and the researcher during data gathering. Data analysis is will be done through descriptive and inferential statistics.

1.8 Ethical consideration

Collecting data through any of the methods may involve some ethical issues. Therefore the study shall embark on ethical issues concerning research participants, study site and the researcher.

The study seeks to consider the following ethical issue in relation to the participants:

The researcher shall justify the relevance of the information to the participants; obtain the informed consent from the participant to allow them to show willingness to participate; in case of sensitive information the researcher shall give the respondent time to respond without inducement and be sensitive to handle the participant; the information provided shall be handled with confidentiality and the participant name kept anonymous. On the part of the researcher, the researcher shall avoid bias; shall use appropriate research methodology; shall report the findings correctly; allow the respondents to know the potential use of the research information and let them decide on their own whether they continue or not and the researcher shall seek ethical clearance to the relevant authority before embarking on the study and not to alter any item on the agreement without the relevant authority's approval. Regarding the study site, approval shall be sought from the relevant authority to use the site for the study. All information to make the research a success shall be kept by the School of Management at UKZN for the purposes of record management.

1.9 Definition of terms

In a research study it is important that the concepts used are operationalised in measurable terms so that the extent of variations in respondents' understanding is reduced if not eliminated (Kumar, 2005). In that case terms are defined:

Variable: An image, perception or concept that can be measured it is therefore capable of taking on different values (Kumar, 2005).

Independent variable: The independent variable represent the input or cause, or is tested to see if it is a cause (Kumar, 2005).

Dependent variable: The dependent variable represents the output or effect, or is tested to see if it is the effect (Kumar, 2005).

Concept: Concept is mental image or perception and therefore its meaning varies markedly from individual to individual. A concept cannot be measured whereas a variable can be subjected to measurement by crude/refined or subjective/objective units of measurement (Kumar, 2005).

Undertaking a research : The process that is embarked on within a context of a set of approaches that uses procedures, methods and techniques that have been tested for their validity and reliability which is designed to be unbiased and objective (Kumar, 2005)

Research process: it is a practical activity that lays down all the necessary steps through which the researcher embarks on in research undertaking in order to find answers to the research question or to achieve the research objectives. At each operational step in the research process a researcher is required to choose from a multiplicity of methods, procedures and models of research methodology which will help you to best achieve your objectives (Kumar, 2005).

Organisational commitment: According to Meyer and Herscovitch (2003), the multidimensional approach to organisational commitment comprises numerous forms of commitment dimensions such as, affective, normative and continuance.

Affective commitment: “Affective commitment is an employee’s expressive attachment to, familiarity with, and participation in the organisation which is grounded on the optimistic feelings towards the organisation” (Rowden, 2003, p.30).

Normative commitment: “Normative commitment is a feeling of duty to remain as a member of an organisation” (Cohen (2003, p.50).

Continuance commitment: “Continuance commitment refers to the commitment based on the costs that an employee incurs when leaving the organisation” (Riggle, Endmondson and Hansen 2009, p.1028).

Turnover: Turnover is defined as a process whereby an individual leaves an organisation or alternatively, an organisation removes an employee from his/her post. It comprises two dimensions namely, the “intention to stay and the intention to leave the organisation” (Dawley, Andrews & Bucklew, 2010)

Turnover intentions: (Dawley et al., 2010) define turnover intentions as a measure of whether a business or organisation's employees plan to leave or stay or alternatively, whether an organisation intends to retain or retrench an employee from his/her position.

Intention to stay: Intention to stay is defined by Dawley et al (2010) as a decision to stay within the organisation

Intention to leave: Intention to leave is defined by Dawley et al (2010) as a decision to leave the organisation.

1.10 Outline of the dissertation

Chapter 1

The chapter informs the reader of the foundation of the problem under investigation and the objectives the study seeks to achieve. It also provides hypotheses to be tested and finally explains the significance of undertaking the study, shortcomings of the study as well as the layout summary per each chapter.

Chapter 2

This chapter introduces the researcher to the concept of turnover intentions. The conceptual framework of turnover is provided followed by the overview of turnover intentions. Social exchange theory is also discussed and factors influencing turnover intentions are of interest. Lastly, consequences of turnover and recommendations to be considered as remedies to turnover are also covered.

Chapter 3

The chapter focuses on the concept of organisational commitment in terms of its three aspects namely, affective commitment, continuance commitment and normative commitment as depicted from Meyer and Herscovitch (2003). Different approaches to organisational commitment are explored. The chapter further discusses factors that lead to the development of organisational commitment, including, demographic factors, work factors and organisational characteristics. Moreover, the three dimensions of organisational commitment and the factors that affect each are explored. Lastly, the relationship between organisational commitment and turnover is explained.

Chapter 4

This chapter presents a description of the research design and methodology to be employed in the study. It stipulates the sampling design, the population, and the sample as well as the survey technique. Furthermore, the emphasis is on the data quality control and the manner in which the data will be analysed.

Chapter 5

The following chapter provides a presentation and analysis of results through the implementation of descriptive and inferential statistics.

Chapter 6

The section illustrates the results gathered from descriptive and inferential statistics. The results are going to be linked and differentiated from those of the preceding studies of the same nature.

Chapter 7

This is where the researcher provides conclusions on the findings, recommendations on the findings, recommendations on the future research and general conclusion about the study.

1.11 Conclusion

The chapter introduced the reader to the background and problem underlying the study. It also considered the motivation, focus and objectives, research questions, the limitations of the study, as well as study hypotheses. Finally, the chapter elaborated the summary outline for each chapter. Chapter two to follow shall present a thorough literature review on turnover.

CHAPTER 2

TURNOVER INTENTIONS

2.1 Introduction

Dessler (2006) states that firms are no longer bureaucratic and employees are independent and able to manage themselves. As a result, organisations face turnover risks, as flatter organisations allow for tough competition for fewer levels of upward mobility. Therefore, human resource managers are bound to mitigate employee turnover because as Drenzo and Greenhaus (2011) indicate that individuals serve as a company's competitive advantage. Moreover, Gamble and Huang (2008) disclose that turnover in organisations can be expensive as companies invest on time, money socialising, training, and developing new employees. Thus, the literature surrounding turnover has mostly put emphasis on reviewing turnover intentions as measures of actual turnover in order to assess the level of turnover so that organisations can create concrete approaches for reducing it (Maertz, Griffeth, Campell and Allen, 2007).

In the light of the above, the chapter defines turnover and introduces the reader to the concept of turnover intentions in an organisation. Turnover entails employee intentions, that is, the intention to leave the organisation and the intention to stay in the organisation as defined by Dawley *et al.* (2010). Furthermore, the overview of turnover intentions and their development through the exchange theory will be discussed. Factors affecting turnover intentions will be explored as well as their consequences. Lastly, retention strategies will be discussed followed by conclusion.

2.2 Definition of turnover

Turnover is defined as a process whereby an individual leaves an organisation or alternatively, an organisation removes an employee from his/her post. It comprises two dimensions namely, the "intention to stay and the intention to leave the organisation" (Dawley *et al.*, 2010). These

determine the employee's actual turnover (White, Persad and Gee, 2007). Watrous, Huffman and Pritchard (2006) emphasise that turnover can be classified as planned or unplanned as well as functional or dysfunctional, and each category of turnover can impact differently on an organisation. Rosser and Townsend (2006) support the above notion by explaining that voluntary turnover is a state in which a person makes a decision to leave the organisation. Planned turnover is considered functional, because an organisation can pre-empt it and respond to, such as when an employee is scheduled to retire. Alternatively, unplanned turnover is often dysfunctional or has a negative connotation, whereby a valued member of staff resigns or prematurely dies, leaving the organisation bereft of the knowledge and skills of the individual (Rosser and Townsend, 2006).

Rosser and Townsend (2006) further note that when workers exit the organisation, their expertise, information and capacity are lost thereby impacting negatively towards organisational effectiveness. Dawley *et al.* (2010) disclose that the decision preceding the intention to leave the organisation by the employees is regarded as a mindful and a careful desire to leave the organisation shortly and that explains the development of how an employee gets detached from the organisation. Furthermore, White *et al.* (2007) posit that once a decision has been made, the exiting employee often exhibits apathy and low commitment to his/her job. It is therefore incumbent upon organisations to note those changes as precursors and indicators of turnover intentions (White *et al.*, 2006).

From the above, it can be reasoned that once employees instigate their attitude to leave, the possibility is not much to acquire the knowledge of their prior state. Therefore, it is imperative to study turnover intentions as they predict the actual and reflect levels of turnover within the organisation.

2.3 Overview of turnover intentions

Dawley *et al.* (2006) define turnover intentions as a measure of whether a business or organisation's employees plan to leave or stay or alternatively, whether an organisation intends to retain or retrench an employee from his/her position. Turnover intentions, like turnover itself,

can be either voluntary or involuntary (Rosser and Townsend, 2006). An employee's choice to carry on with an organisation emerges when she/he cultivates a passionate affiliation with the goals and the values of the organisation and vice versa (Farh, Hackett and Liang, 2007). This means that if an employee's values are congruent to that of the organisation, and he/she also receives support from the organisation, one then decides to continue his/her membership with the organisation and vice versa. Hence, this compels an understanding of the social exchange theory as it contributes towards the development of turnover intentions.

2.4 Social exchange theory

The intention to stay or leave does not occur in a vacuum. There should be a basis from which it emerges. Thus, exchange behaviour between two parties which is referred to as reciprocal relationship is studied (Cropanzano and Mitchell, 2005). Although there are several contributors to understanding exchange behaviour in organisations, Cropanzano and Mitchell (2005) argue that the social exchange theory is one of the most dominant basis for understanding such behaviour. The social exchange theory asserts that mutual or social interaction begins with one party presenting a beneficial exchange to another. If one party interchanges, and then a succession of benefits exchange transpires, creating feelings of shared responsibility between the parties. Eventually, the affiliation can be regarded as one where the exchange partners trust each other to interchange benefits established (Cropanzano and Mitchell, 2005).

Based on the assertions of the theory above, the study focuses on three relationships namely, the perceived organisational support, the perceived supervisory support and the perceived person-job fit. This serves as the framework for the development of turnover intentions.

2.4.1 Perceived organisational support

The perceived organisational support is one of the determinants that aid in understanding the development of turnover intentions. Cropanzano and Mitchell (2005) define an individual discernment of the degree to which an organisation values his/her effort, contribution and welfare, as perceived organisational support. Thus, employees incline to pursue equilibrium in

their interchange association with an organisation through grounding their attitude and behaviour on the employer's affiliation with them. The notion is similar to Farh *et al.* (2007) description that to evaluate the readiness of the organisation to reimburse employees' effort, the employees become aware of the extent to which the organisation takes note of their well-being and efforts. This is in line with the reciprocity standard that when one party has benefited from the good deeds of another, there is an anticipation that favour shall be returned. Thus, the perceived organisation's support makes employees to feel obliged to regard the organisation's welfare, and to contribute to achieve its goals, and then expect rewards (Shore, Coyle-Shapiro, Chen and Tetrick, 2009).

Shore *et al.* (2006) and Farh *et al.* (2007) have noted a progressive link between affective commitment and perceived organisational support. This explains why once employees have entered into a relationship with the organisation they become enthusiastically devoted to and identify with the organisation due to the benefits established from the exchange link. Maertz *et al.* (2007) note that the provision of organisational support to employees generates feelings of goodwill towards the organisation, strengthening the pledge between employer and employees, which then, increases the feelings of responsibility to reimburse the organisation, through the norm of reciprocity. Consequently, perceived organisational support is negatively related to the intention to leave and positively related to the intention to stay (Farh *et al.*, 2007).

Although the observed support from organisation is correlated to a multiplicity of key work-related implications, a study by Loi, Hang-Yue and Foley (2006, p.103) reveal that "individuals with a high perceived organisational support are less expected to pursue and accept jobs in alternative organisations." Furthermore, the researchers posit that the perceived organisational support persuades employees to put more effort to their jobs and expect compensation in forthcoming. Consequently, the employees' eagerness to maintain their participation in the organisation rises thereby lowering their intention to leave the organisation (Loi *et al.*, 2006).

2.4.2 Perceived supervisory support

It worthy to point that an effort applied at work denotes a shared rapport where workers give their time and strength in exchange for what Dawley *et al.* (2010, p. 236) name “ physical rewards such as, pay and benefits, and socio-emotional benefits such as, appreciation and esteem”. The perceived supervisory support is also a contributing factor for such relationship. According to Maertz *et al.* (2007, p.1062), the general opinions established by employees regarding the extent to which their managers consider their welfare and value their efforts towards the organisation refers to “the perceived supervisory support”. Similar to the perceived organisational support, Ng and Sorensen (2008, p. 247) maintain that “the perceived supervisory support is considerably correlated to imperative organisational outcomes such as, job satisfaction, organisational commitment and turnover intentions”.

Shanock and Eisenberger (2006) argue that employees consider the deeds of the organisational representatives as activities of the organisation. Dawley *et al.* (2010) indicate that this situation is particularly valid for the employees’ direct leaders or administrators, who represent the organisation. This notion is affirmed by Maertz *et al.* (2007) that employees observe their managers’ regulation and assistance as gestures of organisational support. The reason being that, supervisors are representatives and accountable for guiding and appraising the performance of their subordinates. Therefore, if an employee’s effort fails to be recognized by a supervisor, that employee becomes disheartened with the whole organisation. Shanock and Eisenberger (2006) divulge that the opposite holds true in that sustained loyalty to the organisation results from supervisory recognition and support, supervisors are considered agents of the organisation.

Maertz *et al.* (2007, p.1072) therefore assert that “beneficial treatment from supervisors lead to increased perceived organisational support, which subsequently results in reduced turnover”. In a similar vein, Shanock and Eisenberger (2006) maintain that because supervisors are viewed as agents of the organisation, subordinates attribute such treatment partly to the organisation. As a result, the perceived supervisory support boosts the perceived organisational support which then

surpasses the employees' intention to leave the organisation and it escalates their commitment to the organisation (Shanock and Eisenberger, 2006).

2.4.3 Perceived person-job fit

The perceived person-job fit is also a predictor of turnover intentions and is explained by Haftman and Woehr (2006) as the degree to which employees are compatible with the organisation's values. According to Arthur, Bell, Villado and Deverspike (2006), the compatibility can be assessed by the extent to which the employees' career goals are harmonious with those of the organisation indicating that the employees' skills, personality, qualifications match the inherent job requirements as well as the person-fit to the culture of the organisation.

According to Kristof-Brown, Zimmerman and Johnson (2005) organisations expect employees to be compatible with them to perform their duties diligently and hence employees expect to receive the salary timeously. In an event where organisations provide inducements for the employees' efforts, the remuneration must match or be commensurate with the employees' perceived efforts. The employees' inputs need to be sufficient to warrant inducements from the organisation, which need to be attractive to evoke the employees' inputs. It is therefore evident that the social relationship begins with one party presenting a benefit to another. If one party reciprocates, a succession of benefits exchange transpires thereby generating feelings of mutual responsibility between the parties.

Carless (2005, p.420) revealed that "there is a low relationship between the person-job fit and an increased voluntary turnover". Similarly, Werbel and Demarie (2005) argue that building an improved employee-job fit reduces turnover. These notions are understood in the study of Arthur et al (2006) whereby they empirically tested the employee-job compatibility and found that the stronger the job fit, the greater the probability that employees will feel entrenched in and thus attached to the organisation. This is explained by Arthur *et al.* (2006) strong correlation between the fit element of entrenchment and turnover intentions ($r = -0.57$). In addition, Kristof-Brown *et al* (2005) study of person-job fit found a -0.46 mean correlation with turnover intentions.

2.5 Factors of turnover intentions

In the business world, managers need to be aware of factors that commonly affect staff turnover intentions so that the necessary steps can be taken to reduce them. There are numerous factors that stimulate an employee's decision to resign from or to remain with the organisation. However, the study will focus on the organisational support factors, supervisory support factors, person-job fit factors and the biographical variables.

2.5.1. Organisational support factors

The organisational support factors have two categories namely organisational work related factors and the individual work related factors (Guimaraes and Igbaria, 2006). The organisation work related factors are followed by the individual work related factors.

▪ Organisational work related factors

Organisational work related factors are those that the organisation has authority over and include; employee recognition, opportunity for advancement, work-life conflict and employee involvement:

• Employee recognition

According to Cummings and Worley (2005), employee recognition is the acknowledgement of attainment, service and merit that a person gets from the organisation which can be obtainable through, but not limited to promotion that can represent recognition of an officer's outstanding ability. According to Marello (2005), recognition acts as non-monetary means involving extended holidays, free tickets to some games, organisational recognition events which an organisation physically signals its gratitude for outstanding performance and accomplishment. This indicates that employee recognition maybe a gesture that fosters and rewards the employee's effectiveness and efficiency within the organisation. Thus, with recognition

strategies in place it would result in practices and attitudes that managers would expect employees to replicate.

Furthermore, the survey by Guimaraes and Igbaria (2006) on employee satisfaction posed a question on what would make the employees feel as if the company cared about them. This was to assess what attitudes the employees would portray if the company recognises them. In this regard, 55% of the respondents said that if they are noticed and praised by their supervisors that would make them feel as if the company cared about them and their well-being. In the same study, cash, remuneration and events, including lunches were graded high too. Also, recognition from the supervisors ranked above all other choices. Of significance, it is crucial for the employees to know that the good job they have performed is considered by the organisation. Also, employees see a need to be thanked and valued for their good services. With this recognition, employees bond with the company and easily maintain their membership. Also, an opportunity for advancement as an organisationally driven factor of turnover intentions is important.

- **Opportunity for advancement**

Guimaraes and Igbaria (2006) are of the view that the need for advancement is a powerful factor for staff to expand their profession. In that way, workers perceive the need to be promoted in the workplace. A measure of their skills and competencies is essential. Hence, if employees do not see any opportunity for upward mobility at their present positions, they become disillusioned and exhibit signs that they may be searching for alternative jobs. According to Frone and Yadley (2003), such signs include a change in an employee's mind-set, usually from keen to apathetic, more leave days are taken, extensive lunch breaks taken, a fall in the level of work from a careful employee to a more inaccurate one, overlooking deadlines, a change in mode of dress at work from smart to casual and ultimately a drop on output.

In a similar way, Dessler (2006) adds that creating employee's commitment demands that an organisation allows for a range of chances for growth in an employee's job. In this way, an employee can progress in the company and develop his/her occupation. This evidence is further supported by Guimaraes and Igbaria (2006) who state that individual promotion is essential to

the notion of career advancement which allows for the appraisal of an employee's career mobility, either classified improvement or parallel mobility. With regard to advancement the employee is able to have a consistent and fair chance either to move higher in the organisational structure or to move to other fundamental areas. In this way, employees gain a comprehensive experience that enhances their development (Dessler, 2006). Consequently, an employee feels happy and fulfilled because one is actually meeting his/her personal goals meaningfully. Also, Guimaraes and Igbaria (2006) disclose that with career expansion, individuals are constantly acquiring knowledge and skills thereby becoming more familiar with their jobs. Hence, their works have a wide range; they enjoy self-rule as well as remuneration and benefits commensurate with such (Guimaraes and Igbaria, 2006).

Employee advancement in the company negates what Wickramasinghe and Jayaweer (2011) refer to as career plateaus. They state that with career plateau, an individual lacks career movement in an organisation in terms of both ranked and task-oriented. Thus, the length of time in the individual's present position has been overly extended. McCleese and Eby (2006) also note that stagnant employees are challenged because they have to stay in the same position longer than expected, thus, reaching a situation in the organisation where they have limited prospects for upward movement. According to McCleese and Eby (2006), employees are trained to perceive advancement as the factor of victory at work. This indicates that career plateau commonly comes as a great alarm and a negative impact on the employee's commitment, job fulfilment, inspiration and efficiency. This is a connotation of failure on the part of an employee which subsequently motivates the employee to exit the organisation (McCleese and Eby, 2006).

Research continues to display that lack of advancement opportunities is indeed a reason for employee turnover. The survey developed by Guimaraes and Igbaria (2006) revealed that unhappiness with management ranked the second most reason for employee attrition at 23 percent. This was from 150 executives at the largest United States companies. Further findings indicated that lack of recognition, inadequate salary and benefits, follow with 17 percent, 15 percent and 11 percent, respectively. Also, 6 percent of the respondents revealed job boredom, while 2 percent quitted their jobs due to relocation. In this study, it is evident that managers have to play an important role in supporting employees, as that serves as recognition to them.

In substantiating the above evidence, Frone and Yadley (2003) disclose that by assisting effective employees, they reach their specific goals and it is critical to maintain their membership with the company. They emphasise that the best employees are determined and may not stay in positions which are stagnant. Dessler (2006) adds that in the case where promotion is not considered the priority, managers should provide employees with assignments that will set them for greater responsibilities in the future. Hence, promotion should always be one of the first priorities among the retention strategies and should be put in place or else managers should consider increasing the job range as the second alternative for retaining its employees.

- **Work-family conflict**

Luk and Shaffer (2005, p.490) note that “work-family conflict is a form of inter-role conflict in which work and family requirements are commonly mismatched”. That means an incidence where work demands are indifferent from that of the family, thereby making it challenging in one domain to meet demands in the other. Consequently, organisations face high turnover level if there is no balance between work lifestyles and family life. Luk and Shaffer (2005, p.495), disclose that “work-life conflict broadly to include:

Role overload: It is a time-based conflict whereby, the overall requirements on time and effort to be exerted by the employee and to achieve the set objectives of several roles are enormous. In this way, roles compete for time. Thus, it is impossible to spend time on the given roles concurrently (Luk and Shaffer, 2005). For example, the time spent on late evening work assignments can conflict with family time. According to Greenhaus *et al.* (2003) the time based conflict is highly prevalent for employees who travel extensively and work overtime.

Work-to-family demands interference: It follows when duties at work impede attainment of family demands (Luk and Shaffer, 2005). For instance, at the closure of a financial year, or for drivers, work requirements overflow to family time or rest time.

Family-to-work interference: It is when household chores obstruct job tasks' achievement. (Luk and Shaffer, 2005). This is evident within African communities, where the family responsibility including funerals may exceed the entitled leave days to attend to such activities.

Caregiver strain: It is described as a form of pressure emanating from the requirement to render support to a reliant family fellow (Luk and Shaffer, 2005). For example, the time spent on assisting a sick family member can be stressful and conflict with work requirements.

Strain based-conflict: It arises when the tension within one's role impacts on the other role. Thus, work stressors can produce strain symptoms, such as, worry, irritability, fatigue, depression, and apathy affecting one's ability to perform the other role. Furthermore, this type of conflict is found with employees who come across vagueness within their work therefore need to stress themselves to achieve the outcomes of such roles (Luk and Shaffer, 2005). For example, an employee whose qualifications and skills are mismatched with the position one holds or the tasks that one is required to perform. These work stressors affect employee's motivation, job satisfaction and performance. Greenhaus *et al* (2003) add that employees whose work conditions are dynamic and are required to manage change on daily basis are likely to be affected. Also, factors of strain emanate from family role (Greenhaus *et al.*, 2003). For example, people who have problems within their families have stressful conditions that may interfere with their work life. Thus, it is difficult to concentrate on work and at the same time being anxious about a strenuous family matter.

Behaviour-based conflict: It follows when there is a conflict in expected behaviours that one must exhibit at work and life situations. Thus, behaviour that is active and strong in one task may be improper in another activity (Luk and Shaffer, 2005). For instance, many organisations expect managers to be independent, forceful, purposeful and detached. On the contrary, family members expect the same individual to be affectionate, kind-hearted submissive and welcoming when relating with them. Greenhaus *et al.* (2003) posit that behaviour based conflict requires an employee to be able to shift focus and attitude when transiting from work setting to the family setting. For example, it is not acceptable for partners to be forceful with their children or for

partners to treat each other as subordinates at home, causing work-life imbalance (Greenhaus *et al.*, 2003).

An organisation must be able to support employees by creating an environment that fosters sustainable balance between the work place and family interface. This may incorporate continuously monitoring role overload; encouraging the utilization of leave entitlements and creating flexibility by allowing for variation of conditions of work hours and introducing staff welfare programs. This will mitigate the perceived organisational support turnover intention.

- **Employee involvement (EI)**

Employee involvement is the degree to which an employee contributes towards making decisions that affect his/her job, welfare and the organisational capability. Employee involvement has four key attributes that encourage employee's participation: power, information, knowledge and skills as well as rewards. These elements affect the employee's contribution by indicating the extent to which they are involved in decision making within the organisation (Comings and Worley, 2005).

Power: It enables individuals to have enough ability to create decisions in the organisation, including work techniques, tasks, performance results, client services and the choice of employees. The quantity of control with employees can differ extremely that is, from merely being requested to contribute to management decisions, to which employees together make with managers and to those that employees make on their own (Cummings and Worley, 2005).

Information: A well timed way to apply information is very important to make successful decisions. Organisations can therefore encourage employee participation to be effective and efficient by providing the required information where necessary. This includes information about functioning results, company strategies, competitive conditions, new tools and work techniques that are contributing factors for organisational improvement (Comings and Worley, 2005).

Knowledge and skills: The extent to which employees' skills and knowledge can enhance the decision making towards organisational success. To sustain appropriate skills and knowledge of employees, organisations should instil training and development programmes to enable employees to execute duties effectively, make informed decisions, deal with problems and understand how the business operates (Comings and Worley, 2005).

Rewards: Employees normally involve themselves in activities that are value adding and rewards are vital for employee involvement. Participation contributes to internal rewards, such as, confidence and accomplishment. Also, external rewards, such as, pay and promotions can strengthen employee participation when they are linked to performance outcomes (Cummings and Worley, 2005).

From the above, it can be deduced that a high level of employee commitment is achieved through employee involvement within the organisation. In order to sustain that, the four attributes of involvement should be altered concurrently to produce fruitful outcomes. For example, if an organisation gives an employee the control to make decisions but does not possess the knowledge and skills or is not in access of appropriate information the level of involvement is insignificant. Similarly, by intensifying employee's power, information, knowledge and skills and not relating rewards to the performance shall result in an employee's inadequacy to develop organisational performance and commitment (Cummings and Worley, 2005).

▪ **Individual work related factors**

Individual work related turnover factors are those factors that are determined by the individual within an organisation. According to Guimaraes and Igarria (2006), these may include an individual's personal drivers or goals, such as job satisfaction, challenging job and goal settings.

- **Job satisfaction**

According to Robbins and Judge (2007, p.70), job satisfaction refers to “a positive emotion about one’s work, resulting from evaluation of its distinctiveness.” Evidence shows that content employees are effective and dedicated to their organisation (Cropanzano and Mitchell, 2005). Cropanzano and Mitchell (2005) posit that analysis of more than 300 studies revealed that the association between job satisfaction and organisation commitment somewhat strong. The implication is that if employees are satisfied with their jobs, they feel intrinsically motivated and remain with the organisation. In addition, Kristof-Brown, Zimmerman and Johnson (2005), maintain that the intention to stay or leave the company is influenced by the relationship between person-organisation fit and content with one’s role

In support of the assertion above, Verquer, Beerh and Wagner (2003) add that the degree to which an employee’s values and the organisation’s value relate to one another, brings the contentment in the employee’s job and hence, employee commitment. Alternatively, the lack of overlap between the organisation and an employee’s values diminishes job satisfaction and encourages the employee to exit. Once an employee begins to entertain the desire to leave the organisation, this may be expressed outwardly through more cynicism and negativity when comparing the current job with other jobs prospects (Verquer *et al.*, 2003).

In general, Cropanzano and Mitchell (2005) conclude that social exchange has a noticeable outline in understanding the employee-organisation relationship. As long as the relationship exists, and the employee is satisfied with the job and his/her fit within the organisation, then the employee is likely to remain with the organisation. This is affirmed by Shore et al. (2009, p.289) in that “more of social interchange is a resultant of greater employee efforts in the form of high commitment, lower intentions to quit and improved performance.”

- **Challenging jobs**

According to Greenhaus, Callanan and Godshalk (2006), employees tend to show commitment to organisations where their contribution is valued. This is evident where an employee feels that

his/her job is challenging and is rewarded or recognised for creativity and innovation in service delivery or production development. This motivates one resulting in perseverance and long term to work with the aim to achieve their end results and to carry out assigned duties according to commitment towards the organisation (Verquer *et al.*, 2003). Conversely, where an employee feels under-utilised or undertakes routine and mentally uninspiring tasks, he/she tends to become bored seeking more invigorating jobs.

In addition, Greenhaus *et al.* (2006) state that employees gain from challenging jobs because they are able to create a foundation of expertise and expand their competencies. They further argue that employees who are exposed to challenging jobs benefit from capacity building programmes (Greenhaus *et al.*, 2006). In exchange the organisations benefit from the explicit and the tacit knowledge that the employees possess to foster sustainability and competitive edge. Exposure to challenging jobs holds employees answerable for outcomes and induces rewarding of their performance through upward mobility (Verquer *et al.*, 2003).

▪ **Goal setting**

According to Swanepoel, Erasmus, Van Wyk and Schenk (2003), goal setting refers to a process of creating and standardizing outcomes or what employees need to achieve. Goal setting specifies what an employee has to do and how much time and effort should be involved. On the contrary, if set goals lack clarity, it is very difficult for employees to perform effectively and efficiently. This is evident where a football coach informs his players to get ready for the match and commands them to do their best. In this incident, do “their best” is a vague goal. The players may not know what to achieve as the goal is not clear and specific. Clearly, this indicates that goals set with clarity have a direct bearing on the employee’s performance (Swanepoel *et al.*, 2003).

In a similar vein Newstrom and Davis (2007) maintain that goal clarity is related to performance to a considerable level. In their study of 128 employees, 64 subjects were most educated technicians and the remaining 64 were less educated technicians. These categories of technicians were assigned tasks in order to achieve goals. The findings reveal good performance in both

categories. The indication is that education does not moderate the association between the precision of a goal and productivity as less enlightened workers obtained good performance as a result of clarity in goals. Swanepoel *et al.* (2003) explain that goals provide clarity to the employee's tasks in the company, thereby strengthening the person's understanding of his/her tasks and the link between his/her tasks and that of others. Thus, through the understanding of tasks, a major cause of task vagueness is eliminated.

As mentioned previously, strain based-conflict emanates from a lack of clarity or vagueness within work roles. Furthermore, Robbins and Judge (2007) argue that clear goals increase employees' performance which then increases their commitment to the job and that precision of goals act as inner motivation. Thus, if employees are given clear goals, they are more able to attain the targets than if they are expected to function with no goals or with undefined goals (Newstrom and Davis, 2007). Moreover, Swanepoel *et al.* (2003) maintain that goal setting brings meaning and direction to where employees' efforts fit with regard to the organisational performance. Hence, employees clearly see the importance of their jobs which creates a sense of belonging to the organisation.

Similarly, Newstrom and Davis (2007) assert that internal motivation and dedication to the organisation are the resultant effects. This is evident in that "goal setting enables employees to be involved in the development of job objectives," maintained (Swanepoel *et al.* p.102). Also, employees' involvement in goal setting empowers their ability to make decisions thereby allowing them to be determined and careful while undertaking their duties (Swanepoel *et al.*, 2003). In a correlation study in a public unity, Ivancevich and Matteson (2005) reveal that employees are highly content with their work when they are afforded the opportunity to participate in goal setting than when goals are unilaterally established.

It is evident that lack of clear organisational or job goals affect an employee's ability to set and meet targets. This affects individual performance level, moral and commitment to the organisation. In addition, Ivancevich and Matteson (2005) reflect that personal goals affect one's propensity to continue within an organisation. For instance, a person whose ultimate goal is to start his/her own consultancy firm may decide to join an organisation solely to acquire

experience. With this experience they can decide to discontinue their service with the organisation.

2.5.2 Supervisory support factors

There are numerous factors that reflect actions that determines supervisors' propensity to meet an employee's well-being. The study focuses on performance appraisal and mentoring amongst others:

- **Performance Appraisal**

Employee performance appraisal and the managers who administer it can determine whether employees remain with the organisation or look for job openings. In several incidences, the reason employees provide for quitting their jobs is based on the quality of the working relationships with management (Newstrom and Davis, 2007). According to Nelson and Burke (2007), performance review is a primary way employers assess and identify performance within the business. The performance appraisal offers a confidential environment in which supervisors come together with employees to agree on standard goals to achieve within a specified period (Nelson and Burke, 2007). Hence, performance appraisal is critical to an employee's decision to maintain membership with or to vacate the company and this is evident in Newstrom and Davis's (2007) arguments regarding, professional goals, constructive feedback and succession planning.

- **Professional goals**

Supervisors and supervisees come together to discuss short-term and long-range professional goals which are to be set and attained for a specific period. In this process, selection of quantifiable and achievable aims ought to supervisor's role in the performance assessment gathering. The performance evaluation that does not meet employees' ends and growth leads to detachment of workers. Detachment discourages and forces employees to pursue work opportunities elsewhere (Newstrom and Davis, 2007).

- **Constructive feedback**

According to Newstrom and Davis (2007) performance evaluation is intended to deliver positive criticism to the workforce and shall signify methods to advance the employees' expertise and performance. Newstrom and Davis (2007) encourage supervisors to engage on management training that brings emphasis on a regular feedback in order to foster excellence in an organisation. It is evident therefore that feedback must be given more than yearly performance assessment to motivate employees' retention. Newstrom and Davis (2007) argue that managers who are unwilling to provide constant feedback are doing a disservice to the employer and the employees. Consequently, the employees are unable to see how well or poorly they have performed, which demotivates and not signifying how their supervisors perceive them. On the contrary, supervisors who give feedback accordingly are able to discuss scores and concerns with their supervisees regarding the performance appraisals. Where an employee has good performance scores, he/she feels motivated to perform well and maintain good productivity. Thus, positive feedback on appraisal contributes towards employee's decision to leave or remain in the organisation (Newstrom and Dais, 2007).

- **Succession planning**

Newstrom and Davis (2007) define succession planning as an arranged practice of finding upcoming leadership. This is a casual way of modeling employee abilities for future leadership assignments. To make the process a success an assessment of performance ought to have strategies for proficient improvement guide capable leaders. An employee who feels he/she has the necessary talents and desires for future duties in the corporation can be disappointed if evaluation performance centers only on his/her present abilities not considering prospects for advancement. Consequently, an employee attaches his/her disillusion to the manager because they perceive managers as organs of organisation who failed to plan for succession planning within the performance appraisal process.

- **Mentoring**

According to Robbins and Judge (2007), mentoring refers to a process where a manager supports a less-experienced employee (protégé) to be productive. In a similar vein, Bozeman and Feeney (2007, p.18) defines “mentoring as a process in which individuals with advanced experience and knowledge who are committed to providing upward mobility and support to protégé’s career.” It is an association through which a mentor acquires unfiltered access to the attitudes and feelings of junior employees (Bozeman and Feeney, 2007).

In addition, Dawley *et al* (2010) divulge that a protégé is a way of finding possible problems by identifying early indications and timely supplying information to senior managers that can negatively affect the prescribed channels to operate efficiently. The mentor-protégé relationship is a channel that makes it possible for mentors to have access to information before it becomes known to other senior managers (Dawley *et al.*, 2010). Moreover, mentoring enables individual’s own personal fulfilment to the senior management. An Individual is thus able to share with others the knowledge and experience that one has acquired for years. Hence, protégé is able to gain knowledge and improve his/her performance through one’s interaction with a mentor (Robbins and Judge, 2007).

Mentoring can also be a relationship between peers, which indicates multiplicity of developmental roles. Mentors accomplish their responsibilities by performing differently as teachers, coaches, task-makers, counsellors and friends. Hence, the mentor-protégé association is comprehensive and is based on joint affection and trust. In a similar vein, mentors accomplish both occupation and mental roles that allow individuals to perform their duties effectively (Greenhaus *et al.*, 2006).

Grobler, Warnich, Cassel, Elbert and Hatfield (2006) maintains that mentees tend to profit relatively to others at the same rank in the organisation, undertaking their jobs better and progressing considerably faster than the latter. They also disclose that mentees have more experience than their co-workers who do not engage in the process. Mentees also view their workplace positively. Also, they are productive and want to maintain their membership with

their organisation. This indicates that mentoring is a systematic way to interact by the junior and senior employees that may be voluntary or allocated. Through mentoring process mentors offer necessary support and assist mentees to grow their careers as well as to improve their performance that positively affect their organisational commitment (Grobler *et al.*, 2006).

2.5.3 Person-job fit factors

There are several factors influencing the person-job fit as a determinant of turnover intentions which organisations have to understand in order to curb the high rate of turnover. For the purpose of study, job qualifications, core self-evaluation and career aspiration have been considered and are explained as follows:

- **Job qualifications**

Job qualification is another predictor of turnover intentions which places a demand on an employee to possess the necessary job requirements to perform effectively. If an employee is unable to deliver due to lack of job qualifications, she/he is likely to leave the organisation. Thus, job loss is due to lack of job qualifications. Pride, professionalism and a new sense of confidence to carry out the job is what McMahan, Bell and Verick (2006) refer to as qualifying for the job. This indicates that one must possess the right skills, competencies and experience for the job. Thus, supporting arrangements for employees at all levels of the service, from implementation, operational to managerial levels must be afforded. This supporting structure determines opportunities for staff advancement both vertically and horizontally, enabling employees either to work towards promotion or for specialization in their fields.

Furthermore, McMahan *et al.* (2006) posit that eligibility for a job is a very strenuous process especially with the present economic crisis where organisations have to strive for competitive advantage. An employee has to qualify for the job in order to make valuable contributions, and also, to have job satisfaction. Huselid (2005) notes that when more people are hunting vacancies, qualify for posts becomes a difficult trial. Whether a person has just entered the organisation or has the least experience, one strives to ensure a chance of being hired. Therefore, in order for an

organisation to have competent employees for the achievement of its goals, several conditions have to be satisfied (Huselid, 2005).

According to Huselid (2005), people must possess experience, skills and attitudes necessary for the jobs. This requires managers to be proactive and undertake job analysis. Job analysis is defined by McMahan *et al.* (2006) as the process to gather information about the duties, responsibilities, necessary skills, outcomes, and work surroundings of a certain job. Thus, managers need as much data as possible to consolidate a job description which is the regular product of job analysis (Huseli, 2005). While job analysis information may be composed from incumbents through interviews or questionnaires, McMahan *et al.* (2006) emphasize that the output of the assessment is a description or specifications of the job and not the person (McMahan *et al.*, 2006).

The aim of job analysis is to create and determine its impact on training, selection, compensation, and performance appraisal which are summarised as the job relatedness of occupation guidelines (McMahan *et al.*, 2006). For managers to attract the right candidates for specific positions and to mold them for effective performance thereby enhancing their commitment to the organisation, job analysis is important (McMahan *et al.*, 2006).

- **Core self-evaluation**

Core self-evaluation plays a vital role in determining a person's decision to carry on with or to move out of the organisation. The concept presupposes that people vary in the extent to which they appreciate and do not appreciate themselves and whether they consider themselves as competent and proficient (Robbins and Judge, 2007). People who perceive themselves positively regard themselves as efficient, competent and having power over their surroundings. Those with negative attitude towards themselves tend to distrust themselves, questioning their competency and perceiving themselves as incapable and unable to control situations around them (Robbins and Judge, 2007).

Robbins and Judge (2007, p.88) state that “a person’s core self-evaluation is influenced by the components of self-esteem and locus of control.” Swanepoel et al. (2003, p.100) disclose that “self-reliance comprises, internal mental states, such as, self-linking, autonomy, achievement, as well as external factors, such as, needs relating to status, recognition and attention.” Similarly, Robbins and Judge (2007) consider self-esteem as people appreciating and not appreciating themselves as well as the extent to which they view themselves as commendable or not commendable. They maintain that it is noticeable why self-esteem is an indication of core self-evaluation. People who perceive themselves positively and competent are likely to value themselves and vice versa. Thus, that people with low self-esteem are influenced by the circumstances around them as they view themselves powerless and unworthy. As a result, such people seek a go ahead from others and conform more to values and attitudes of those they believe in.

The second component of core self-evaluation is locus of control and is referred to as the extent to which people view themselves as influencing their own destiny (Robbins and Judge, 2007). In this concept, there are internal and external individuals. Internal individuals are those who perceive themselves as having power over occurrences in their lives. In contrast, external individuals are those who believe that occurrences in their lives are determined by the environment. Hence, they are unable to control it. Therefore, locus of control influences core self-evaluation and people who are short of control over situations in their lives do not have self-worth and vice versa (Robbins and Judge, 2007).

Robbins and Judge (2007) draw the relationship between core self-evaluation and job satisfaction. They indicate that people with positive core self-evaluation regard their jobs as demanding and making it fulfilling thereby creating a sense of commitment to their organisation. Such individuals undertake full control in achieving positive results. This makes them confident that their performance is effective and efficient. Therefore, people with positive core self-evaluations are good performers who are committed to achieving objectives by exerting more effort, time and perseverance (Robbins and Judge, 2007).

- **Career aspirations**

The concept of career aspirations has a significant influence on the perceived person-job fit which affects the turnover intentions. According to Marengo (2005), career aspirations refer to goals individuals set out to attain in their current or anticipated occupations. They are influenced by people's career anchors which refer to the psychological attraction that direct, stabilise and incorporate an individual's career. Thus, appreciating people's career anchors direct how they create career aspirations. Nelson and Burke (2007, p.130) note that "an Individual career anchors are one's self-concept entailing self-perceived talents and abilities, values, and the evolved sense of motives and needs as they pertain to the career." These progress as an individual achieves job-related experience, such as, independence, job security, to be skilful in a specific field and managerial capability (Nelson and Burke, 2007).

In addition, McCleese and Eby (2006) explain that employees have a strong need for growth and personal improvement which lead them to have a high need for learning and having a strong aspiration to be tested. As a result of changes in economic, social and technological environments, employers are progressively encountering problems in retaining employees (Direnzo and Greenhaus, 2011). This, together with employees' orientations and anticipations to be treated as professionals has caused significant tensions in companies (McCleese and Eby, 2006). Thus, employees who are intensely dedicated to their organisations will probably stay in their professions and therefore more capable to contribute toward the accomplishment of goals (McCleese and Eby, 2006).

Newstrom and Davis (2007) note that the labour market changes continue at an alarming rate and impact the employees' intention leave or stay within the organisation. Hence, the employees are more prone to exit their current occupations if they notice that there are plentiful opportunities elsewhere (Direnzo and Greenhaus, 2011). In their study, Guimaraes and Igbaria (2006) showed that employees with lower level of satisfaction on identity, job security and technical advancement often have lower levels of career satisfaction are likely to quit their jobs. Therefore, they recommend that organisations must sponsor undertakings and openings that attempt to

guarantee that career forecasting will meet the employees' future human resources requirements (Guimaraes and Igbaria, 2006).

- **Organisational culture**

Organisational culture has been recognised as an essential factor of turnover intentions in the context of the person-job fit. That is, the success of person-job fit is dependent on the organisational culture (Farh *et al.*, 2007). Organisational or cooperate culture has been defined as “a set of values, beliefs, and behaviour patterns that form the core identity of an organisation and that shapes the employees' behaviour over time” (Farh *et al.*, 2007, p. 720). Frone and Yadly (2003, p. 199) add that “cooperate culture is to the organisation what personality is to the individual. It is also a hidden but unifying force that provides meaning and direction” (Frone and Yadly, 2003).

According to Newstrom and Davis (2007), the cooperate culture that matches employees values, attitude and behaviour affects the organisation's competitive edge because organisational members tend to be productive and willing to assist companies to achieve the set goals effectively. In a similar vein, Invancevich and Matteson (2006) disclose that when employees' values are congruent to that of the organisation, employees become keen to learn the organisations' systems and patterns. Once it is aligned with them, they willingly support and cope with the organisation's pressures and problems of external adaptation and internal integration (Invancevich & Matteson, 2006).

It is evident that employees who identify with the values, beliefs and goals of the organisation significantly create time and apply extra effort to achieve the desired ends of the organisation and continually remain members of such organisations for sustainability.

2.5.4 Biographical variables

Luke and Shaffer (2005, p. 498) disclose that “female employees generally experience higher turnover levels than male employees, while married individuals tend to leave their jobs in lower

numbers, as compared to other employee”. In his study, Torika (2003, p. 90) established that “the association between marital status and gender in turnover decisions by comparing the turnover decision-making process occurring in married male and female employees”. Furthermore, the researcher identified that “the turnover decision-making process for both males and females is mostly reliant on their own work-related factors”. Similarly, Nelson and Burke (2007) suggest that women’s exit is influenced by other issues incurred at workplace, such as, gender discrimination as opposed to their male co-workers. This fact has been affirmed by several findings where men predominantly work, including the police services (Nelson and Burke, 2007).

2.6 Consequences of turnover

There are two ways in which turnover impacts both the individuals and the organisation. Firstly, turnover in the organisation destructs output schedules and is expensive as incoming workers with appropriate skills must be recruited, trained and nurtured to perform. This can be challenging when experienced workers leave especially in the era of heightened competition and irregular labour markets. Clearly, it is not advantageous for companies to have poorly performing employees. If such employees leave the company, this can be viewed as a positive impact of employee turnover in the organisation (Nelson and Burke, 2007).

Secondly, it is not always that turnover is viewed negatively. For example, Torika (2003) found that according to top managers low turnover is not challenging, but related it to unavailability of improvement and company stiffness. The author posits that turnover can serve as a positive occurrence from the employee’s point. For example, when an employee is offered a better job, the turnover connotes one’s employability level (Torika, 2003). Evidently, there seems to be a right and a wrong impact of turnover intentions.

2.7 Labour retention strategies

Managers strive to develop, implement and maintain strategies to retain employees in the organisation and this is a significant way to the organisation’s success. Labour retention

strategies make certain that the organisation's capacity is to keep and maintain potential employees. It is through these strategies that the remaining employees can accomplish fulfilment in their jobs and prolong their membership with the organisation. This notion can be confirmed by different strategies of labour retention:

- **Training strategy**

Torka (2003) maintains that training is a way to keep employees and to lessen turnover. In that way, managers must create opportunities for employees to be trained. This is in line with Dessler's (2006) assertion that labour turnover by experienced workers is more challenging than with inexperienced workers. Thus, supportive work setting is an integral characteristic for organisations with low rates of turnover. According to Greenhaus *et al.* (2006), training outlines information on job interconnected task purposefully in order to assist employees to advance their skills, knowledge and attitudes to perform their duties successfully and according to the set standards. Training also implies the attainment of new knowledge, behaviours and capabilities of individuals to perform certain tasks effectively. The following are training strategies:

- **Formal and informal training**

Grobler, Warnich, Carrel, Elbert and Hatfield (2006) state that formal and informal training are the proposals which can be recognized by both the beneficiaries and distributors as an intervention which is aimed at alerting the workplace process. Grobler *et al.* (2006, p. 123) add "that formal training techniques include qualification courses obtainable at universities/colleges, formal courses offered by external providers, distance learning courses, formal in-house courses provided by external suppliers, formal in-house courses by company staff and internet based course, whereas informal training is unplanned split and flexible ideas". They argue that such ideas relay on the setting of the organisation, the type of the task in place, the susceptibility of persons to become skilled and short of prescribed arrangement and declared aims. Informal training entails appraisals, coaching, acting appointments, gatherings and interacting (Grobler *et al.*, 2006).

Organisations that regularly develop their members' skills are likely to be effective in the future (Grobler *et al.*, 2006). This is supported by the empirical testing of the association between savings in the form training and the period taken as well as work achievements by employees (Forrier and Sels, 2003). The survey was on 198 small and medium-sized (SMEs) manufacturing companies in the United Kingdom and examined management development activities and their impact on performance. This was inclusive of casual and official training and assessed productivity through exits, individual progression. The study also included the context of training approach and performance.

The research findings reveal that through training the small and medium-sized (SMEs), managers are able to attend to challenges that face their companies. Clearly, training allows access to particular knowledge that contributes directly to job performance as well as enabling employees and managers to deal with specific challenges. Finally, training is a sustaining instrument for organisations. Also, if organisations are to add value, they need to allow distinctive progress needs, and not just offer broad ways that are not value adding. Hence, training is found to be significantly associated with performance which enhances employee commitment to the organisation (Dessler, 2006).

- **On-the job training**

Another potential predictor of turnover is training within the job. It is explained as an ordinary way of training in a work location where a manager, supervisor or co-worker instructs employees (Dessler, 2006). Through this method, employees are able to obtain competencies necessary to perform their jobs by inspecting and directing whilst on-the-job. Furthermore, the organisation educates newly hired employees, improves the competencies of knowledgeable employees as the technology advanced, guide employees within sections and familiarised reassigned or advanced employees to their new jobs (Dessler, 2006).

Dessler s'(2006) study of the link between training within the job and efficiency revealed that training within the job improved employees' motivation and company efficiency and consequently improved employee commitment to the organisation. Dessler (2006) states that

individuals understand their work systematically as a result of the training offered within the job. In particular, training within the job assists employees to gain the inherent job requirements which enable them to perform their duties effectively and efficiently and be committed to their organisation. It also provides for continuous learning in the organisation.

- **Socialisation programmes**

Socialisation programmes serve as a remedy to turnover pandemic in the organisations. McMahan *et al.* (2006) support this notion and explain that socialisation programmes are intended to promote employee learning and organisational principles including expected attitudes necessary to undertake ones' role effectively. Socialisation programmes have several dimensions, for example training and co-worker support. The latter are related to organisational commitment (McMahan *et al.*, 2006). In this way, socialisation programmes must be considered by the managers.

- **Compensation and negotiation conditions**

As a way to sustain effective employees, businesses need to address both work and personal needs of their workforce. Ivancevich and Matteson (2006) study involved four rewards aspects and one negotiation condition including monthly pay, additional once off pay due to good performance and retention pay. These aspects are different from other forms of benefits as they signify unbiased acts and are rewarded because employees have worked for and deserve them. In this study, the negotiation aspect harmonised with the sum of official job prospects. It was anticipated that compensation and negotiation conditions have a direct effect on the extent to which an employee gets attached to an organisation and the decision whether to exit or maintain membership with the organisation. It has been established that income had a positive effect on the decision to affiliate with and maintain membership with the organisational and adversely impacted on the decision to vacate or stay with the organisation (Ivancevich and Matteson, 2006).

Similar results were anticipated for annual bonus and recruitment bonus. Harris and Bromiley (2007, p. 358) state that “continuance commitment and lack of alternative job offers have been found to be positively associated”. One of the hypotheses tested predicted that “compensation and negotiation conditions have a direct bearing on organisational commitment and turnover intentions. Specifically, salary, annual bonus, recruitment bonus, and retention bonus were hypothesised to be positively related to continuance commitment and negatively related to turnover intentions, whereas the number of formal job offers was negatively related to continuance commitment and positively related to turnover intentions” (Harris and Bromiley, 2007, p. 362).

- **Award and recognition programmes**

A common question that emerges is how to retain the most valuable employee. With turnover rates increase rapidly across the companies, Zingheim, Schuster and Dertien (2009) disclose that there is no doubt why organisations search ways to retain talent. They suggest that “organisations function in the context where only 30 percent of workers feel a need to remain with their present employers with the baby boomers retiring and executive advancement increasing, the major challenge for senior management for the coming twenty years will be the utilisation of human requirements” (Zingheim *et al.* 2009, p. 10). As a result, they conclude that rewarding and taking cognizance of employee’s efforts would allow for a greater change in the prominent decline in employee commitment. In their study, Zingheim *et al.* (2009) reveal that “recognition programs can produce 50 percent lower turnover and increase employee commitment by 38 percent”. This indicates a positive impact of recognition programs on turnover and employee commitment.

Zingheim *et al.* (2009) explain the evident above that recognition programmes affect the basic needs of people. Thus, as people’s expectations fulfilled, that necessitates a need to want to stay within the organisation to continually attain such fulfilment. Using the theory of psychology, Harris and Bromiley (2007) noted the effects of appreciating and rewarding employee’s efforts in different ways. They reflect that “in the theoretical structure of the hierarchy of needs, there are many basic needs that can be addressed in the workplace. This hierarchy of needs shows that “recognition programmes can affect people on several levels: self-actualisation, sense of worth,

affiliation and safety which are all positively related to organisational commitment” (Harris and Bromiley, 2007, p. 366). Hence, workers seek to be acknowledged for their accomplishments and encouraged to do better. Recognition ultimately affects their commitment, positively (Zingheim *et al.*, 2009).

Furthermore, Zingheim *et al.* (2009) adopted Maslow’s hierarchy of needs and explain that in the pyramid the highly ranked basic need is physical need which is fulfilled directly through direct and indirect benefits. The next ranked is safety, calling for secure environment and occupation protection. This is followed by affiliation and acceptance and lastly, sense of worth, which are effortlessly sustained by rewards. In this pyramid, it is evident that once the employee’s recognition is rewarded through direct and indirect benefits, the individuals’ satisfaction is guaranteed with their performance and they notice their contribution and existence within the workplace. This increases an employee’s worth to an organisation and inspire further achievements by the employee which promotes high level of organisational commitment.

Guimaraes and Igbaria (2006) maintain that investing in human capital allows the organisations to employ recognition strategies. Such strategies involve “years of service awards, levels of achievement programs and job well done awards” (Guimaraes and Igbaria, 2006, p. 566). They further disclose that “the company can acknowledge each and every employee with a nameplate and date of hire program” (Guimaraes and Igbaria, 2006, p. 567). That makes a worker to view himself as part of the group and appreciated. Thus, award and recognition programmes promote self-worth and significance, which result in a regular desire and a way to be valued for effectiveness in the workplace. This improves and heightens he desire to retain membership with an organisation. Guimaraes and Igbaria, 2006, p. 570) also state that “it promotes successful organisational management and becomes a return on any company’s most vital asset, that is, its workers”.

- **Opportunity for advancement programmes**

In order to create opportunity for advancement, Dessler (2006) discloses that companies utilise the electronic-Job Opportunity Board (e-JOB) to publicise available jobs to workers via the

internet. Employees are therefore liberated to articulate their interests in the broadcasted job opportunities in spite of functional area, business unit, location, or job level, as long as they meet the job inherent requirements. To enable an opportunity for advancement, Guimaraes and Igbaria (2006) state that management development committees should be formed to administer the assessment of capabilities in specific fields such as, finance, human resources, and administration. The group's main task is to evaluate and focus on performance, skills and experience information on workers, recommend individuals for potential opportunities and developmental actions, and oversee selection decisions (Guimaraes and Igbaria, 2006).

- **Creating opportunity for employee involvement**

In order for organisations to lower turnover, Cummings and Worley (2005) suggest that managers should put in practice, screen and assess opportunity for advancement programmes continuously. This can be done by enabling the four elements of employee involvement to descend within the organisation through high-involvement organisations, and also through employing excellent management which involves employees (Cummings and Worley, 2005).

- **Work life conflict programmes**

There are two broad types of support that organisations can offer to their employees to assist them to manage work-family conflict (Guimaraes and Igbaria, 2006). Firstly, organisations may offer “formal supports such as, family-oriented policies and benefits as well as parental leave, the ability to take time off , flexitime, job sharing, sick child care, and flexible work arrangements, which enable an employee's authority over his/her hours and the time off work” (Guimaraes and Igbaria, 2006, p. 574). Secondly, they maintain that “ organisation can also afford individuals with a family-friendly organisational culture, including flexibility around hours and location of work, and understanding managers who are able to assist employees to deal with work-life conflict” (Guimaraes and Igbaria, 2006, p.576).

2.8 Conclusion

The chapter introduced the concept of turnover and its dimensions, and how the latter is predicted by several factors. It also assessed and explored the consequences of turnover on the part of the individual and the organisation as well as strategies to overcome the negative impact of turnover. Indeed turnover is a very crucial concept which needs the attention of managers in the organisation. It is critical also to understand the decision to resign and to sustain membership within the company as an approach to define the actual turnover so that strategies can be developed to curb the latter. Failure by managers to curb the turnover results in destruction in production and threatens the company's existence. The next chapter will provide an investigation into the concept of organisational commitment.

CHAPTER 3

ORGANISATIONAL COMMITMENT

3.1 Introduction

Today's organisations require committed and knowledge workers who are the key factors for sustaining the organisation's competitive edge, as they are integral for an organisation's performance and success. Thus, employee retention should be managerial focus (Mayfield and Mayfield, 2008). In this light, Cascio (2006) discloses that organisational commitment is an employee's attitude that the employer should highly regard. This is because the committed employee is less likely to leave as he/she interacts effectively with clients and learns and adapts easily to change. Therefore, the organisation needs to be more attractive to the employee to support the employee's intention to stay (Cascio, 2006). In order for the organisation to foster a sustainable employee commitment, Riggel *et al* (2009) assert that the managers should understand the dimensions of the organisational commitment construct that evoke turnover. This can be achieved by examining the link between organisational commitment and turnover intentions.

The chapter highlights how an affiliation and connection to the organisation develop and its underlying conceptual background. It further notes the scopes of organisational commitment, followed by its precursors and consequences. Also, ways to develop a sustainable commitment and the relationship between organisational commitment and turnover intention are explored.

3.2 Development of organisational commitment

Riggle *et al.* (2009, p.1028) view "the development of organisational commitment as the absolute strength of an individual's familiarisation and participation in organisational activities. This forms a glue that binds an employee to an organisation. According to Mayfield and Mayfield (2008), organisational commitment has a stable attribute which has an effective

reaction to the organisation. Comparatively, it is more steady and inclusive than job fulfilment and therefore most closely related to the attainment of ongoing organisational goals. This is consistent with Cascio's (2006) notion that organisational commitment is a factor of both the organisational precursors and the effects. The author explains that as an antecedent, committed employees rarely vacate their positions. Their performance is excellent and they participate in achieving the organisational goals and are less likely to engage in destructive actions. As an outcome, organisational commitment yields work involvement, job fulfilment, confidence in management and low turnover (Cascio, 2006).

From the above, it can be deduced that an employee's dedication to his/her work is a psychological drive that takes two forms: Firstly, it is work dedication that compels an employee to put more effort to his/her work. Also, a dedicated individual regularly comes to work and leaves as required by the rules of the company (Muthuveloo and Che Rose, 2005). Secondly, Muthuveloo and Che Rose (2005) focus on the repercussions of behaviours that follow certain attitudes. A typical example is when an employee decides to behave in a particular manner, and who cannot easily alter his/her choice and consequently becomes committed to the chosen behaviour and then portrays attitudes related to his/her choice. To comprehend the behaviours and the attitudes that develop employee commitment organisational commitment needs to be conceptualised.

3.3 Conceptualisation of organisational commitment

There are four main approaches that conceptualise organisational commitment. These include "the attitudinal approach, the behavioural approach, the normative approach and the multi-dimensional approach" (Riggle *et al.*, 2009, p. 1030). However, the study will emphasise on the multi-dimensional approach to develop the theoretical framework.

- **Attitudinal approach to organisational commitment**

According to Riggle *et al.* (2009), the approach distinguishes three main traits of organisational commitment. This includes confidence in and congruency with the company's aims and values,

an eagerness to significantly work for the company and a keenness to maintain the organisational membership.

- **Behavioural approach to organisational commitment**

The approach indicates that an employee maintains his/her membership with the organisation due to the accrued benefits (Riggle *et al.*, 2009). The benefits compel an individual to be part of the organisation. Participating in the organisation involves effectively and efficiently achieving the targeted goals. Riggle *et al.* (2009) explain that the accrued benefits involve the period taken in the organisation, the acquaintance made within the organisation and the retirement fund. The accrued benefits force an employee to stay with his/her current employer because they may be expensive to forfeit. It is evident that the commitment develops once the employee has perceived and assessed the loss related to disengagement with the company (Riggle *et al.* 2009).

The above notion is consistent with Muthuvuloo and Che Rose's (2005) argument that the behavioural approach signifies the gain linked with the sustained involvement with the organisation and the damage accompanying the withdrawal from the company. Hence, an employee may yield or lose subject to whether he/she opts to continue or discontinue his/her membership with the organisation. They distinguish between the attitudinal and the behavioural approaches as the former applies the commitment to elucidate productivity and participation, while the latter utilises the accrued benefits (Muthuvuloo and Che Rose, 2005).

- **Normative approach to organisational commitment**

The normative school indicates that an individual is devoted to a company because he/she familiarises and assimilates the values and the norms of the organisation. This obliges an employee to participate towards the achievement of the objectives and the interests of the organisation (Rowden, 2003).

- **A multi-dimensional approach to organisational commitment**

According to Meyer and Herscovitch (2003), the multi-dimensional approach to organisational commitment comprises numerous forms of commitment dimensions. They explain that the diversity of the dimensions is related to the efforts and the methods employed in establishing the approach. Meyer and Herscovitch (2003) confirm that research has ensured the identification of the types of employee commitment which are answerable to the employee's conduct and actions in an organisation. Muthuvuloo and Che Rose (2005, p. 1079) states that "commitment has three constructs; affective, continuance and normative". The constructs have also been employed by several researchers (Rigger *et al.*, 2009; Cohen, 2003 and Rowden, 2003). The pervasive use of the approach is value adding and will serve as the basis of the study.

- **Affective commitment**

"Affective commitment is an employee's expressive attachment to, familiarity with, and participation in the organisation which is grounded on the optimistic feelings towards the organisation" (Rowden, 2003, p.30). Similarly, Cohen (2003) sees the construct to involve an individual's sentimental connection to the organisation. An employee with this type of committed is strongly affiliated to the aims and objectives of the organisation and would want to stay with the organisation (Rowden, 2003). Muthuvuloo and Che Rose (2005, p.1078) tabulate the precursors of affective commitment as 'the personal characteristics, the job characteristics (task autonomy, tasks significance, task identity, skills variety and supervisory feedback), and the work characteristics".

- **Continuance commitment**

"Continuance commitment refers to the commitment based on the costs that an employee incurs when leaving the organisation" (Riggel *et al.*, 2009, p.1028). They explain that while the individuals are working, they accumulate the benefits both economical (pension accruals) and social (work acquaintances). The longer the individual stays in the organisation, the more the benefits accrue thereby enhancing one's commitment which drives the perceived damage of losing organisational membership.

Klein, Becker and Meyer (2009) note further that other investments such as, period spent with the company, strength made towards one's work and specific skills acquired are difficult to use in other organisations. This indicates that an individual develops continuance commitment because she/he perceives the lack of prospects to the other jobs. Also, Cooper-Hamik and Viswesvaran (2005) disclose that a worker has to continue membership with the organisation when his/her skill and qualifications do not meet the requirements of the positions outside his/her organisation. Those working in the companies that need the specialised skills are susceptible to this type of commitment. It is evident that "continuance commitment is a form of emotional connection to an organisation that reflects the employee's perception of the loss that may be endured for leaving the organisation" (Cooper-Hamik & Viswesvaran, 2005, p.243). Ultimately, the employee remains with the organisation because he/she has to (Cooper-Hamik & Viswesvaran, 2005).

- **Normative commitment**

"Normative commitment is a feeling of duty to remain as a member of an organisation" (Cohen (2003, p.50). This indicates that an individual commits to and remains with the organisation because he/she feels bound to. According to Klein *et al.* (2009), the emotion may originate from diverse bases. For instance, the company may participate in the development of an employee and the employee may perceive a need to pay the company. She/he may take a greater responsibility to see that company aims are effectively and efficiently achieved. In that way, the employee would have compensated the organisation the time and money spend on the training. In turn, the company may enjoy the benefit of investing in training the employee. This is consistent with Rodwen's (2003) assertion that people feel it is right to be loyal to an organisation. Ultimately, the commitment creates an obligation that one feels it is right to adhere to. According to Cohen (2003), normative commitment develops prior to an individual job's commencement. This is via socialisation. So, an individual stays with the organisation as one needs to honour both the company and the family (Cohen, 2003).

According to Klein *et al.* (2009), three variables of commitment co-exist. The individual can form any or a combination or none of the three variables. These features of the commitment vary

only on the basis of their fundamental purposes and consequences. For example, an emotionally affiliated employee will remain with the company with enthusiasm and achieve its objectives. On the contrary, an individual whose skills are not transferable and have accrued benefits and thus forced to remain with the company, may not be determinant to assist the organisation beyond expectations (Klein *et al.*, 2009).

Muthuvuloo and Che Rose (2005) note that all aspects of the commitment commonly reflect some mental attribute that shapes the employee's affiliation to the organisation. This commonality has a repercussion on the choice to continue or discontinue organisational membership. Thus, “individuals with a solid affective commitment remain with an organisation because they choose to, those with a solid continuance commitment remain because they have no choice (forced to), and lastly, those with a solid normative commitment remain because they have to” (Muthuvuloo and Che Rose, 2005, p. 1079).

According to Klein *et al.* (2009), the three classifications of commitment are abstractly distinguishable. Though there are some intersections between affective and normative, both revealed independence on continuance commitment. Hence, they can be assessed disjointedly. Among the types of commitment, affective commitment is designated a more operative measure of organisational commitment (Klein *et al.*, 2009). This compels understanding of the determinants of the development of the commitment (Klein *et al.*, 2009).

3.4 Factors affecting organisational commitment

Understanding factors affecting organisational commitment is very important as they define the basis of the commitment once an employee has become a member of an organisation. Maxwell and Steele (2005) state that the precursors of employee commitment are diverse in nature. Hence, the three groupings of the precursors are significant in encouraging employee commitment: biographical data (for example, age and gender), job features, and work practices. All these are explored amongst the affective, continuance and normative commitment, respectively.

3.4.1 Factors affecting effective commitment

Meyer and Herscovitch (2003, p.230) state that “factors that influence affective commitment are personal characteristics, job characteristics and work experiences”.

- **Personal Characteristics**

Under personal characteristics, affective commitment is mainly associated with age, gender and tenure. Thus, relevant literature on each variable and how it influences affective commitment is presented below:

- **Age**

Suliman and Iles (2004) studied the impact of affective commitment on age and discovered a positive mean correlation of 0.32. Similarly, Meyer and Herscovitch (2003) obtained a substantial positive mean correlation of 0.28 between age and affective commitment. However, they noted that an employee cannot assume that to grow older implies that one may have a strong affective commitment. This is because the positive correlation might come from other factors. The general conclusion is that age has a dependable, but moderate link with affective commitment.

- **Gender**

Mathieu and Zajac (2005) maintain that some vagueness has been detected in gender due to the manner in which the concept has been studied. According to the gender model, family roles are mainly for women for fulfilment and identification. Hence, women are believed to be more inclined to participate towards achievement of the organisational goals because of their socialisation. Contrarily, the job model approach regarding the relationship between commitment and gender revealed no significance difference in work attitudes of sex. That is, women and men are alike in respect of affective commitment. Mathieu and Zajac's (2005) study involving gender and affective commitment of 14 metal analysis with 7420 subjects, obtained a mean correlation

of 0.089. Although they have reported a weak relationship, they disclose that gender may influence employee's thoughts about remaining with the organisation.

- **Tenure**

Mathieu and Zajac's (2005, p. 172) study reveal "a positive relationship between tenure and affective commitment by a mean correlation of 0.05". Employees who have long service may decide to stay with the organisation due to familiarity with the organisational aims and it is so easy to work towards achieving them. Such employees passionately do their jobs and are willing to maintain organisational membership (Mathieu and Zajac, 2005). Suliman and Iles (2004) indicate that the positive association suggests that the employees with low affiliation leave their organisation and vice versa. Although the link between sex, age, tenure, knowledge capability, and affective commitment has been premeditated, the body of knowledge has not yet revealed a solid and a reliable substantiation to support the link (Suliman and Iles, (2004).

- **Job characteristics**

Muthuvuloo and Che Rose (2005, p. 1079) adopt Hackman and Oldham's job characteristics model and state that "job characteristics which comprise skill variety, task identity, task significant, autonomy and feedback". The job characteristics existence within the working environment motivates the job results in one's job such as, job fulfilment, performance, commitment and low levels of turnover. These are explained by Muthuvuloo and Che Rose, (2005).

- **Skills variety**

Muthuvuloo and Che Rose, (2005, p.1079) denote that "skills variety is the extent to which a job demands a number of the diverse activities to be considered during the execution of duties". This also demands considering multi-skilling and the knowledge an employee possesses for effective and efficient performance. Thus, when the different skills and the activities are involved in performing one's job, the more meaningful the job is which decreases the routine and the

monotony in the job while increasing job satisfaction. Techniques such as, job rotation, job enrichment and job enlargement are very significant in enhancing skills variety.

- **Task identity**

Task identity is a process that requires an employee to accomplish certain job demands with tangible results. It entails performing one's task from the beginning to the end with an outcome. It is achieved by identifying the activities within a job, the skills required and assigning the right candidate for such a job. This is observed where an organisation undertakes its customer service activity when a client presents a malfunction and the client's spokesperson deals with most if not all the causes and provides the solutions to the problem. Thus, more problems from the client perspective are at once catered for by one individual thereby fulfilling one's job and fostering the clientele environment within the company (Muthuvuloo and Che Rose, 2005).

- **Task significance**

Task significant is the extent to which the job impacts significantly on the people's lives that are either currently involved or not with the company. A job is crucial if it has a significant bearing on the people. The job, therefore, motivates and satisfies both serving and served people. The employee persists to pursue the job and the clients continually seek more services from the job. For example, it is more satisfying if an employee gets trained and applies the knowledge, unlike getting trained but waiting for the future challenges. In this regard, the trained employee's job is significant because it brings effect in one's job and the organisation at large (Muthuvuloo and Che Rose, 2005).

- **Autonomy**

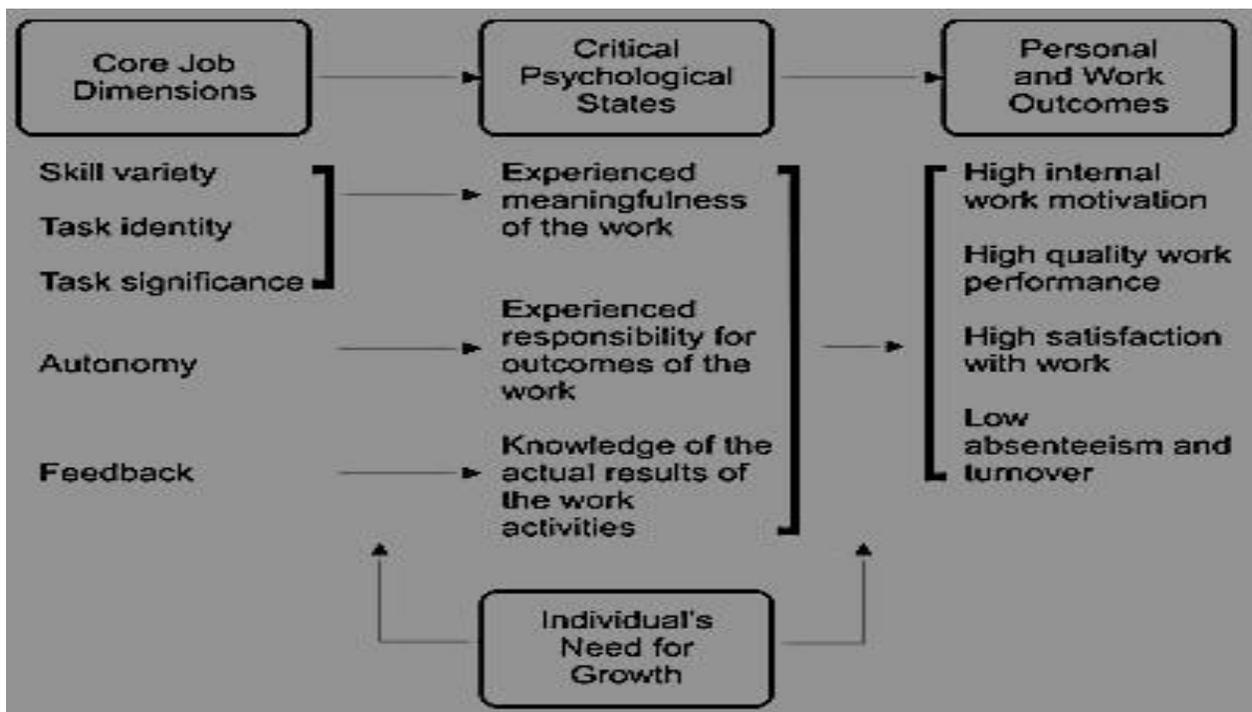
Autonomy is the extent to which a job gives a considerable choice and liberty to an employee in planning and identifying strategies towards the effective fulfilment of its tasks. When the employee has the choice, one gains the greater feeling of accountability and the ownership in the job and exerts more effort to achieve the expected results. If the expected tasks are experienced,

that denotes good performance by the employee which leads to continuity within the company. Companies encourage and reward good performers and vice versa (Muthuvuloo and Che Rose, 2005).

▪ **Feedback**

Feedback is the extent to which the task activities afford an individual the opportunity to have specific information regarding the value of one’s own performance. Feedback fulfils the individual as it enables one to be familiar with and appreciate the value of his/her performance. It also reflects on good and bad performance. If the performance is good an individual is inclined to keep the good work and if it is bad, one is able to improve where necessary (Muthuvuloo and Che Rose, 2005). To further explain the variance in the job characteristics, Maxwell and Steele (2005) adopt Hackman and Oldham’s (1976) job characteristics model which is portrayed in figure three below.

Figure 3.1: Hackman and Oldham’s job characteristics model



Source: Hackman and Oldham (1975)

Figure 3.1 shows that the task dimensions signify the importance of the job to the individuals Maxwell and Steele, (2005, p.362) argue that “the existence of the task dimensions within a job produces a psychological state which results in personal and work outcomes such as, high internal work motivation, high work performance, high satisfaction with work, low absenteeism and turnover”. They further note that “once an employee experiences the forms of the psychological state (meaningfulness of work, responsibility for outcomes of the work, and knowledge of actual results of the work activities) the positive outcomes highlight enthusiasm and compel the individuals to continue to do the tasks” (Maxwell and Steele, 2005, p. 363). In order to maintain a sustainable psychological state, the job must comprise of essential features such as, skills variety, task identity and task significance. These enable the employee to experience meaningfulness at work. Also, the level of autonomy in a job produces outcomes of the work undertakings. The model also indicates that the individual need for growth is a mediator, which affects the employee reactions to their work (Maxwell and Steele, 2005).

- **Work experiences**

Maxwell and Steele (2005) are of the view that affective commitment determines the type and impact of the individual’s work experience during one’s involvement with the organisation. The basic features of work experiences comprise compensation, occupational reliability, employee significance and social participation (Maxwell and Steele, 2005).

- **Compensation**

Individuals who effectively obtain rewards from their employer for example, praise and elevation after managing an impediment are expected to develop a stronger sense of obligation than if compensation is spontaneously gained. Also, employees who are paid equitably and highly are encouraged to work and that increases their commitment level (Maxwell & Steele, 2005).

- **Occupational reliability**

Maxwell and Steele (2005, p. 364) explains “occupational reliability as the degree to which workers feel the company can be reckoned on to support the employees’ interests”. Hence, the higher the perceived support from the employer, the stronger employee affiliation is to the organisation. On the contrary, if the working atmosphere is not welcoming to the employee, the relationship between the employee and the employer is not amicable and the employee will be less committed (Maxwell and Steele, 2005).

- **Employee significance**

Employee significance is the degree to which the workers feel they are indispensable to their employer. To sustain the feeling it is highly encouraged that the employer implements the employee assistance programmes and labour relations mechanisms to impose employee obligation (Maxwell and Steele, 2005).

- **Social involvement**

Social involvement has been noted to exacerbate affective commitment. Social involvement is the degree to which an employer provides an opportunity for employees to interact. This builds interpersonal relations and team spirit which contribute to unity and continuity at the workplace (Maxwell and Steele, 2005).

In summary, the assertion on work experiences provides numerous deliberations for enhancing the effective commitment of workers within an organisation. Therefore, workers obligation can be stimulated by equitable pay, the employee’s feeling of being important and cared for by their company, interpersonal relations among company staff members and for engaging in social events through work (Maxwell and Steele, 2005).

3.4.2 Factors affecting continuance commitment

As mentioned earlier, remaining with the current employer because of sunk costs signifies an employee's development of the continuance commitment (Riggel *et al.*, 2009). This indicates that it is unlikely that the older employees would leave the current employer for another job due to the accumulated retirement benefits. Thus, investment, age and job alternatives are the three factors of continuance commitment (Riggel *et al.*, 2009).

▪ Investment

Investment in this context refers to any deed that would evoke a significant loss if an individual intends to stop his/her participation within the company (Riggle *et al.*, 2009). According to Riggle *et al.* (2009), the moment an employee becomes aware that leaving for a new job means forfeiting the benefits, the employee may decide to stay with the current employer. Subsequently, the employee is said to have developed continuance commitment that ultimately compels him/her to remain with the organisation. The employee stays due to calculated intent rather than an eagerness to do so (Riggel *et al.*, 2009).

Riggel *et al.* (2009) further note that the investments are those benefits accumulated during one's work life. These comprise the period taken acquiring tacit skills and forgoing a promotion and its related rewards. Furthermore, the investment can be the supposed loss of acquaintances and the damage for repositioning a household to an alternative place. Klein *et al.* (2009) note that leaving the organisation implies that the employee has decided to forfeit the benefits or has wasted time, money and the efforts made toward such investment (Klein *et al.*, 2009).

Cooper-Hamick and Viswesvaran (2005) disclose that the investments are expected to accumulate and to take a certain direction over time and hence, age and tenure are very significant in predicting a particular form of investment. Creating strong continuance commitment within an organisation should be consistent with Cooper-Hamick and Viswesvaran's (2005) suggestion that an organisation needs to afford the opportunities and the working conditions that lead the market. Predominantly, Cooper-Hamick and Viswesvaran (2005) maintain that the investment factors include upward mobility, gratuities, group

performance bonuses, the flexi hours of leave, work-life balance programmes and retirement benefits. Therefore, if these cannot be afforded by the potential companies, the employees may certainly stay with the current employer and continue to perform their duties.

- **Age**

Cooper-Hamick and Viswesvaran (2005, p.242) mention that that “age is as a positive predictor of continuance commitment for a number of reasons”. One is that, as workforces age, the desire or chance to opt for other jobs gradually decreases, thereby making the employee’s current job a priority and more attractive. The other is, the older individuals may have strong continuance organisational commitment mainly because the longer they grow, the greater history they develop with the organisation than younger workers which leads to investment accruals (Cooper-Hamick and Viswesvaran, 2005).

- **Employment alternative**

When an employee perceives herself/himself as having more alternatives to other jobs, the employee’s continuance commitment is very weak and if another employee’s perceptions to job alternatives are very few, such an employee has a strong continuance commitment. In summary, it can be noted that employee’s awareness of possible alternative job and its practicality are interrelated with continuance commitment (Klein *et al.*, 2009).

Like investment, Cooper-Hamick and Viswesvaran (2005) is of the view that numerous occasions can prompt an employee’s awareness of the practicability of job opportunities. For instance, an employee’s perceptions to job alternatives may stem from the intensive environmental scanning and the economic status. Also, another employee might attribute the perceived employment alternatives to the extent to which his/her skills seem current and marketable.

Cooper-Hamick and Viswesvaran (2005) further maintain that the person’s perception to alternatives to employment may be understood in the context of the outcomes of the prior job

search, and the extent to which one is able to move from the current place to another. For example, if the employee has applied for several jobs and has been receiving regrets, such an employee might perceive his/her alternatives to employment as not viable and would rather continue with the current employer. An employee who has been frequently conducted by different employers perceives that he/she has a chance to the alternative job and would not feel forced to remain with the current employer (Cooper-Hamick & Viswesvaran, 2005).

It is paramount to note that the existence of the perceived alternative employment does not induce continuance commitment alone. It must be together with the degree to which family factors may permit the individual to relocate or if that is a better paying job. For example, an employee may find a well-paying job. However, one may not join the organisation due to a lack of school within the company's terrain. Hence, the employee may decline the offer and remain with his/her employer (Klein *et al.*, 2009).

Klein *et al.* (2009) indicate that even if there could be availability of alternatives to other jobs and opportunity to transfer one's skills, these will have an influence to continuance commitment only if they have come to the notice of an employee who is also aware of the implication to his/her career or the personal goals. This implies that recognition is very crucial for the development of continuance commitment. According to Cooper-Hamick *et al.* (2005), the fact that awareness is critical in the development of one's commitment brings about two facts. Firstly, it means that the individuals with similar circumstances can have diverse levels of the commitment. Secondly, for some cost-related factors to stimulate one's attachment, a certain event is required to focus the employee's attention on these factors. Finally, the factors that evoke an employee's attachment might be unique to that person (Cooper-Hamick *et al.*, 2005).

3.4.3 Factors affecting normative commitment

Cohen (2003, p.90) discloses that "normative commitment development comes as a result of a psychological bond between an employee and the organisation". That is a hidden rather than the open agreement between the employer and the employee. For the commitment to hold, the parties need to liaise. Although mental bonds may develop differently, Rodwel (2003) states that

normative commitment is a combination of the experiences resulting from culture and certain principles from one's family. The author suggests that these involve different types of attitudes that individuals are to portray in an organisation. For instance, the employee's feeling that they are in debt to the organisation and therefore ought to stay with it, the fact that one has to be trustworthy to the company also brings a feeling that one has to commit to the company.

In order to understand the development of normative commitment is through a certain kind of investment that the employee finds difficult to interchange (Cohen, 2003). For example, if the organisation pays tuition fees in respect of an individual, he/she feels in debt of the company. Subsequently, if the employee is to make a decision whether to leave or to stay with the company, one cannot easily define his/her intentions. Consequently, the employee is likely to develop a sense of obligation to the organisation (Cohen, 2003).

3.5 Consequences of organisational commitment

It is very significant to comprehend the factors affecting commitment and manage them to protect employee commitment. This ultimately improves organisational performance and reduces turnover (Maxwell and Steele 2005). According to Cascio (2006), the proper functioning of an organisation relies solely on its employees. The employees are to carry themselves in such a way that they surpass their role requirements. As mentioned earlier, achieving the company aims depends on the level of employee commitment.

Researchers at the forefront of the multi-dimensional approach to organisational commitment disclose that the three aspects of organisational commitment are regarded as mental state which workers experience to different degrees (Meyer and Herscovitch, 2003; Cohen, 2003; Rodwel, 2003; Muthuveloo and Che Rose, 2005 and Riggle *et al.*, 2009). They explain that the consequences of commitment vary according to the individual's basis of one's attachment and these can be both positive and negative to the individual and the organisation. According to Meyer and Herscovitch (2003), organisational commitment influences organisational productivity and employee performance. It also predicts the withdrawal behaviour and turnover.

- **Organisational productivity**

Research has revealed that increased commitment improves organisational productivity and diminishes absenteeism and turnover, which are very detrimental to the organisation (Cascio, 2006). According to Maxwell and Steele (2005), organisational productivity refers to the input made towards an organisational end with regard to the quantity of resources spent. It assesses both non computable and computable factors such as goal achievement and work accomplished. Earlier, it has been explained that strongly committed employees apply extra effort to effectively and efficiently perform their duties. In this regard, when duties are well performed it is an indication that productivity level goes high. Also, it has been evident that committed employees together with their supervisors sit together and set goals to achieve. Goal setting gives a clear direction of what is to be achieved, when, how and who are involved in the process. Thus, clear goals directly affect individual's performance which positively influence organisational productivity.

- **Employee performance**

Mathieu and Zajac (2005) maintain that committed employees care about the corporate goals and the objectives and work hard to fulfil them. They are more willing to put an extra effort that is necessary to increase the performance and the productivity. Maxwell and Steele (2005) are of the opinion that commitment is persistence in conducting and finishing tasks towards achieving goals. They further note that quality services, acceptance of change are influenced by commitment at workplace.

- **Withdrawal behaviours and turnover**

Organisational commitment predicts both the withdrawal behaviours and the turnover. This view is illustrated by “the positive correlation between continuance commitment and attendance and a negative correlation of lateness and turnover” (Mathieu and Jajac, 2005, p.171). Commitment demonstrated much larger correlations with two turnover-related intentions; the intention to search for job alternative and the intention to leave one's job (Mathieu and Jajac, 2005).

According to Suliman and Iles (2004), organisational commitment influences the process of employee attendance and absenteeism. They disclose that employees who regularly absent themselves from work constitute a huge and costly unaccepted behavior which attracts many authors. Maxwell and Steele (2005) established the reasons behind lateness or non-attendance and found that these are the unseen reflection of discontent with one's job and low level of commitment.

In general, the employee's level of commitment determines one's intention to leave an organisation. Furthermore, Guimaraes and Igbaria (2006) suggest that turnover is the most frequent consequence of low organisational commitment. They explain that the eventual leavers have lower commitment than those that remain even on the first day of the employment. Also, the commitment of the eventual leavers decreases over time and the closer the point of termination, the greater the difference in commitment of the leavers as opposed to those that remain.

- **Acceptance of the organisational standards**

According to Maxwell and Steele (2005), a substantial effect of attachment to an organisation is that the employees conform to the organisational norms and the goals. This outcome indicates the first of the three aspects of the meaning of commitment as outlined earlier. Adoption of the organisational norms is crucial because it helps the employees to achieve the organisational goals. Also, where the employees conform to the organisational norms and the goals, the supervision is very minimal as the employees can be trusted to execute their duties at the interest of the organisation. Furthermore, acceptance of organisational goals allows for affordability and clarity in execution of projects and operations of the business (Maxwell and Steele, 2005).

- **Adoption of organisational goals**

Nelson and Burke (2007) are of the view that once employees identify with the goals and values of the organisation, they are less likely to leave, even when they experience periods of job dissatisfaction. This is supported by the notion that the officers' commitment resulting from the

adoption of organisational goals enables better performance and expending of more efforts to find creative ways to be productive (Meyer and Herscovitch, 2003). They disclose that employees are aspired to meeting challenging assignment when they contribute in the development of aims to be achieved. Finally, Riggle *et al.* (2009) indicate that employees' affiliation to the goals and values of the organisation sustains their stay with the organisation. Such employees strongly promote effectiveness of the company in the form of productivity, services and policies. Powell and Meyer, (2004) clearly show that companies loose the above effectiveness outcomes in an endeavor to improve their attractiveness by reducing staff in state of developing their workforce knowledge to expand their job skills.

- **Determination**

Commitment fosters determination in an employee (Powell and Meyer, 2004). The more committed an employee is, the more effective one is in influencing others. Chen, Chi and Miao (2007) indicate that if a set of committed employees act with one purpose, abundant employees will definitely follow through. During hard times, such employees do not easily deter rather, they give hope to those who cannot hold on for the benefit of cooperate success and rewards. In addition Newstrom and Davis (2007) add that people with the same purpose work together at a higher rank and such brings benefits as, harmony, confidence and care that keep the team in one accord for the long run.

3.6 Creating and sustaining organisational commitment

From the discussions made on what organisational commitment is, its underlying determinants and significance, one finds it very imperative to understand what it takes to create and sustain the organisational commitment. The notion is supported by Bergman (2006) that organisational commitment needs to be built and sustained because commitment is not something that can be instilled on an organisation and its workforce. He argues that failure to create and sustain organisational commitment undermines the long-term goals of a firm and exacerbates high levels of employee turnover. Hence, there should be a careful and considerable number of decisions to

be made by managers to create and sustain organisational commitment (Bozeman and Perrewe, 2003). In this regard, creating and sustaining organisational commitment are explored as follows.

According to Bozeman and Perrewe (2003), creating organisational commitment on a sustainable basis is an invisible quality an organisation builds within its environment and for its members on an ongoing basis because it develops over time. This is in line with Chen and Francesco's (2003) assertion that employees are steadfast to an act for a certain period while they acquire and appreciate what is required of them effectively. Thus, it is important to give people an allowance to make mistakes and learn from them or to figure out a workable plan (Chen and Francesco, 2003). Bozeman and Perrewe's (2003) emphasis is that a conducive environment for creating and sustaining commitment requires employees to work together as a team, prosper in what they do and contribute to choices that affects their day to day work (Bozeman and Perrewe, 2003).

Although organisational commitment is created in a natural way, Bozeman and Perrewe (2003) explain two main important things that managers should consider, building commitment into its very determining factors and that employees commit to an organisation for different reasons. Chen and Francesco (2003) disclose that the fact that the employees commit to different reasons could be as a result of gaining something that is personally very vital to oneself and to the business at large. They also mention that people have to commit to the organisation because of the costs associated with the loss of being a member (Chen and Francesco, 2003).

Bozeman and Perrewe (2003) make it clear that when an organisation invites employees to be involved, it is not just requesting for their support, rather is affording them a chance to be involved in important decisions that affect their daily dealings within and outside the organisation. Furthermore that also benefit employee to meet and spend time with people, to learn how to lead and to be lead, to achieve high standards of performance which is significant to the success of the company and to them as individuals or groups (Bozeman and Perrewe, 2003). Hence, the following are considered to be ideas in creating organisational commitment and many of which will also strengthen the organisation as a whole.

- **Openness and clarity about the strategic direction of the organisation**

The deduction from the definition of organisational commitment is the fact that employees familiarise themselves and identify with the goals of the organisation in order to develop the necessary commitment that enhance their participation (Meyer and Herscovitch, 2003). In this regard, it is very crucial to alert employees on the mission, vision and goals of the company. This displays the direction of an organisation the employees want to join and whether they share similar principles and values (Chen and Francesco, 2003). In ensuring that employees are familiar with what the organisation exists for, Coyle-Shapiro and Morrow (2006) indicate that managers should regularly talk openly about these principles and goals of the organisation, why they care about them and how the organisation has been different by involving employees' decisions in preparing, implementing, monitoring and evaluating.

According to Coyle-Shapiro and Morrow (2006), mechanisms to enhance the openness and clarity in respect of the strategic direction of the organisation involve amongst others but not limited to, an orientation programme during the preliminary entry of the newly recruited employee, where one gets to know why the organisation exists and during the establishment of action plans where the individuals can actually translates the mission, vision and goals of the company into achievable objectives and be assessed accordingly (Coyle-Shapiro and Morrow, 2006). They argue that it is within such an environment that employees are able to understand their roles, the context at which they occur, the attitudes they have to portray during execution and their interconnections with that of the internal and external stakeholders. To maintain continuity, Harrison *et al.* (2006) suggest that organisations should ensure that employee's performance assessment is in place on an ongoing basis to administer performance feedback, pay administration and employee development.

Moreover, Harrison *et al.* (2006) add that through the above avenues, employees are able to assess the congruency between their values and that of the organisation. As a result, employees can confidently plan both for their own goals and that of the company (Harrison *et al.*, 2006). For sustainability, Chen and Francesco (2006) maintain that organisations need to allow staff

members to attain their personal aims. That is, in a case where a proficient employee desires more accountability, possibly towards advancement opportunities, the supervisor must structure the employee's job such that it is meaningful and challenging. Also, any changes to the strategic direction of the organisation should well be communicated through proper channels and to equip employees accordingly for effectiveness and efficiency of the company (Chen and Francesco, 2006).

- **Modeling of organisational commitment by the organisation**

There are several ways in which the organisation can model organisational commitment and sustain it. Coyle-Shapiro and Morrow (2006) focus on the two aspects of the process, mainly, because they are found to be significant to the study. These are related to the exchange theory which suggests that the modeling of organisational commitment by an organisation comprises a sequence of interactions amongst two parties that subsequently form obligations that lead to a relationship (Cropanzano and Mitchell, 2005). Hence, for the relationship to hold, the concerned bodies need to feel that they are getting something treasured. This is referred to as a norm of reciprocity (Cropanzano and Mitchell, 2005) which Coyle-Shapiro and Morrow (2006) express through the acts of managers as entities of the organisation and acts of organisation itself.

- **Managerial perspective**

According to Coyle-Shapiro and Morrow (2006), people watch and learn from a committed leader in assignments or operations. If the leader take pride in conducting his/her duties, that can be exhibited in his/her attitudes and actions (Coyle-Shapiro and Morrow, 2006). Furthermore, individuals watch to see how the manager acts and then follow his/her lead (Mackenzie, Podsokoff and Jarvis, 2005). If a leader acts his own words followers are able to replicate his deeds. In that way, trust is created which influences teamwork (Mackenzie *et al.*, 2005). According to Coyle-Shapiro and Morrow (2006), commitment is transmittable. This is evident in that in worse situations where a leader is unhappy or makes bad decisions, followers take note of that and avoid such leadership behavior (Coyle-Shapiro and Morrow, 2006). For sustainable

commitment, the manager should be able to strike a balance by not making the commitment to look like an impossible burden (Mackenzi *et al.*, 2005).

Another way that managers can model organisational commitment is when they show support to employees by promoting their wellbeing (Wasti, 2005). He suggests that it is not enough for managers to reveal their concern for employees' wellbeing by providing safe working conditions only, rather they should go beyond. That is because attachment to and participation in the organisation are depended to a continuing positive connection between the employee and the manager's actions. For a guaranteed commitment, managers have to concurrently address the wellbeing of employees and give them challenging tasks thereby allowing an element of reciprocity (Wasti, 2005).

- **Organisational perspective**

Kristof-Brown, Zimmerman and Johnson (2005, p.283) state that “organisational commitment is highly influenced by organisational design”. As a way to sustain employee's attachment o an organisation, Kristof-Brown *et al.* (2005) posit that organisational design must be that which diminishes segregation of individuals and intensifies company distinctiveness. The characteristics of such an organisation involve:

Social values: Payne and Huffman (2005) are of the view that employee's values that are similar to those of an organisation play an important role in building commitment. They highlight that an organisation which adopts employee's values by extending its help to the society and ensuring that the environment around them is conducive oblige people to stay with it. Also, companies should extend their support by engaging employee help programs such as counselling and team building activities to promote participation of their staff members (Payne and Huffman, 2005).

Internal job market: An organisation which creates an internal job market conveys a vote of confidence in employee capabilities and skills (Kristof-Browm *et al.*, 2005). They further note such an organisation create a pool of workers with sense of direction and competences that improve commitment (Kristof-Brown *et al.*, 2005). To sustain this, organisation should have a

brand of specific skill whose members will acquire to be professionals and distinctive particularly for the organisation (Payne and Huffman, 2005).

Job Satisfaction: Newstrom and Davis (2007) indicate that employees who are content with their jobs commit to their organisation. That is, when workers know that they are making a change, they become happy and continually stick to that which pleases them. The difference that an employee brings into the company is influenced by acts such as, permitting employees to make use of their knowledge at work, ongoing provision of training and availability of necessary resources e.g. technology (Newstrom and Davis, 2007). Marengo (2005) discloses that commitment is valuable than monthly earnings of an employee. He explains that employees are content with supportive work place that acknowledges their contribution other than money (Marengo, 2005).

Delegation of work: Nelson and Burke (2007) argue that if employees show interest in becoming involved in an organisational group, managers should not wait too long to give them work to do. This is because people need to feel that they are making a significant contribution in order to feel committed (Nelson and Burke, 2007). Newstrom and Davis (2007) is of the opinion that supervisors need to assess employees' interest in relation to work demands, mold them and give them tasks to pursue and assess their performance. They mention that newly recruited employees should be assigned jobs that allow them to easily interact with other members of staff for them to feel part of the group as early as possible (Newstrom and Davis, 2007).

Individual Challenges: According to Nelson and Burke (2007), employees enjoy trying something new or that which looks difficult and win. Such employees stretch their abilities to succeed in such endeavors and that makes them feel good. To assist employees to win challenges, organisations need to match individual talents with work demands and continually undertake skills audit for training purposes (Wasti, 2005). He maintains that this will assist employees to win their work challenges and motivate them to stay with the organisation. Wasti (2005) indicates that as an organisation gets to know the employees better, it should gradually give them increasing challenges. This assertion is supported by Newstrom and Davis (2007) (2008) that challenged people feel excited about the work they do. As mentioned earlier, people

enjoy exploring new ideas and as such, they need encouragement to carry on. Thus, Kristof-Brown *et al.* (2005) disclose that organisation should find out what aspects of the jobs employees would like to peruse. In that way, employees would feel important and consider the time the organisation took with them as a token of appreciation not only what they can offer (Payne and Huffman, 2005).

To increase the challenge further, Chen and Francesco (2003) state that organisations should alter jobs such that employees can encounter fulfillment. They also add that many employees appreciate minimal guidance over their work hence, need authority to make necessary decisions (Chen and Francesco, 2003).

Interacting with employees: According to Coyle-Shapiro and Morrow (2005), organisations need to regularly interact with employees to allow problem solving in time so that necessary outcomes can be effectively and efficiently achieved. Employees need feedback in time to make necessary improvements and enjoy their achievements. Necessary interactions make it easier for both the employer and the employee to see things together. It is not worthwhile for both parties to react when problems surface because parties might view each other negatively thereby threatening trust that creates lasting involvement with the company (Coyle-Shapiro and Morrow, 2005). Therefore, Chen and Francesco (2003) are of the view that organisations must enable interventions such as, mentoring, coaching, supervision and meetings to occur within the company to necessitate interactions with and amongst its members.

3.7 Measuring organisational commitment

According to Meyer, Becker and Van Dick (2006), the concept of organisational commitment has widely been used and measured by different authors. Having been studied and measured, it has been found to contain an implicit explanation of human behaviour. Thus, the concept is used to examine how individuals and organisations behave. Powell and Meyer (2003) further note that organisational commitment describes practices and features of certain individuals or people collectively. It is an autonomous concept that is responsible for certain actions in individuals (Powell and Meyer, 2004).

Different efforts have been taken to measure the concept of organisational commitment. Such include the site-bet measure which put more emphasis on the value related with departing the organisation (Powell & Meyer, 2004). The organisational commitment questionnaire as noted by Bozeman and Perrewe (2003) has been developed by Porter and his colleagues. This instrument has been established on a sequence of studies among two thousand five hundred and sixty three (2563) employees in nine (9) different companies where acceptable reliabilities and internal stability were established. However, for the purpose of the study, the emphasis would be on Meyer and Allen (1990) commitment measure.

▪ **Meyer and Allen commitment measure**

As discussed earlier, Meyer and Herscovitch (2003, p. 305) suggested that organisational commitment is “that power which influences a certain action upon an individual in three forms namely attitudes: affective, normative and continuance and reproduce emotional ties, perceived requirements and perceived sunk costs separately”. In addition, the concept includes aspects of the focal and discretionary attributes which necessitate the measuring of the concept. The focal attributes are fundamental to the commitment because they predict its three dimensions and are responsible for sustaining employee’s organisational membership. On the contrary, the discretionary attributes are unrestricted because aspects may determine these behaviours (Meyer and Herscovitch, 2003).

Researchers distinguish the difference between the focal and discretionary attributes (Bozeman and Perrewe, 2003; Powell and Meyer, 2004). They argue that commitment’s focal attribute should be understood in the context of the scale items utilized to measure each commitment dimension, while on the part of the discretionary attribute the case should not hold. Thus, Meyer and Herscovitch (2003) draw the conclusion that the organisational construct item must reflect three basic forms, namely, the mindset, the target of the commitment (which is an organisation) and the focal behaviour (which is remaining a member of an organisation). Therefore the

conceptualisation of the organisational commitment above assists in the understanding of the organisational commitment scales below:

▪ **Organisational commitment scales**

“Organisational commitment scales are developed from its three dimensions: affective commitment, normative commitment and affective commitment” (Meyer and Herscovitch, 2003, p.306). These commitment scales have different items which are presented in Table 3.1:

Table 3.1: Commitment scale items

“Affective commitment scale items”	“Continuance commitment scale items”	“Normative commitment scale items”
1. “I would be very happy to spend the rest of my career with this organisation.”	1. “I am not afraid of what might happen if I quit my job having another one lined up.”	1. “I think that people these days move from company to company too often.”
2. “I enjoy discussing my organisation with people outside it.”	2. “It would be very hard for me to leave my organisation right now, even if I want to.”	2. “I do not believe that a person must always be loyal to his or her organisation (R).”
3. “I really feel as if this organisation’s problems are my own.”	3. “Too much in my life would be disrupted if I decided to leave my organisation.”	3. “Jumping from organisation to organisation does not seem at all unethical to me (R).”
4. “I could easily become as attached to another organisation as I am to this one (R).”	4. “It would be too costly for me to leave my organisation now (R).”	4. “Loyalty is important and therefore feel a sense of moral obligation to this organisation.”
5. “I do not feel like part of the family at my organisation (R).”	5. “Right now staying with my organisation is a matter of necessity as much as desire.”	5. “An offer of a better job elsewhere I would not feel it was right to leave my organisation.”

6. "I do not feel emotionally attached to this organisation (R)."	6. "I feel that I have too few options to consider leaving this organisation."	6. "I was taught to believe in the value of remaining loyal to organisation."
7. "This organisation has dealt of personal meaning for me."	7. "Few serious consequences of leaving this organisation would be the scarcity of available alternatives."	7. "Things were better in the days when people stayed with one organisation for most of their careers."
8. "I do not feel a strong sense of belonging to my organisation (R)."	8. "Leaving my organisation would require considerable personal sacrifice as benefits cannot be matched to other org."	8. "I do not think that wanting to be a company woman is sensible anymore."

Source: Meyer, J.P. and Allen, N.J. (1990) cited in Meyer, J.P. and Herscovitch, L. (2003). Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11(2), 299-328.

Table 3.1 indicates the similarities and differences in the three commitment scale items. Thus, the eight (8) items of the Normative Commitment Scale (NCS) reflect an organisation and also captures the mindset relating to obligation. In addition, it can be observed that five (5) amongst the eight (8) items encompass staying/leaving while, the last three items indirectly reflect the mindset relating to obligation as "remaining loyal to the organisation" (Meyer and Herscovitch, 2003).

In addition, Powell and Meyer (2004) maintain that all items in the Continuance Commitment Scale (CCS) reflect the organisation, the perceived costs (economically, socially and culturally) and turnover intentions (intent to stay or leave). On the contrary, it can be deduced that amongst the eight (8) items of Affective Commitment Scale (ACS) only one (1) item does not reference the organisation clearly, while the remaining items do through words, such as, "the positive feelings about the organisation only, experiencing a sense of belonging, embracing the

organisation's problems and feeling emotionally attached to the organisation" (Meyer and Herscovitch, 2003, p. 299).

Bozeman and Perrewe (2003, p.16) in their review note that "the decision to quit items in the Organisational Commitment Questionnaire (OCQ) reveals that the commitment scale that does not clearly tap the outcome in the wording of its items is invalid and overstate its association with commitment". However, Meyer and Herscovitch (2003) argue that the ACS, which strongly has a deficiency of the focal attribute (staying/leaving) wording, has been found to be correlating with and predicting turnover intentions than the NCS and CCS which are mostly dominated by the staying/leaving wording. Hence, this calls for an understanding of each commitment scale which shall bring clarity to the differences and similarities.

▪ **Understanding the uniqueness of each commitment scale**

The major differences and similarities have been noted amongst the three commitment scales. In order to comprehend what determined such, the uniqueness of each commitment scale needs to be explored. This is also significant in understanding how the wording of the items of the three commitment scales came about. The process can be achieved by first understanding what each concept entails.

Affective Commitment Scale (NCS): It mean "an obligation to stay with the organisation without the social pressures about loyalty" Meyer, (J.P., Allen, N.J. and Smith, C. 2006, p.310). This conceptualisation reflects the aspect of reciprocity in that there is a perceived need to meet others expectations that is reflected by obligation to stay with an organisation. According to Powell and Meyer (2003), an obligation to remain with an organisation reflects a mental obligation that make a person to feel guilty. Thus, an employee would incur a loss if he/she breaks the obligation and exits the organisation. In other words affective commitment can be said to be an antecedent of a continuance commitment (Wasti, 2003). Thus, the wording of the scale items in the dimension stems from its conceptualisation.

Continuance Commitment Scale (CCS): Continuance commitment as noted by Allen (2003) is the extent to which an individual is aware that he/she is remaining with an organisation due to costs related to leaving. It should be noted that it is not the presence of costs themselves. This recognition can be determined by different perceptions which can be peculiar to the individual. As such, Allen (2003) maintains that the paramount continuance commitment items comprise the recognition of the perceived costs without at the same time reflecting their particular basis. Stressing of the perceived costs is very crucial because CCS involves more of the sacrifices and the law job alternatives on the part of the employee. Thus, Powell and Meyer (2004) conclude that the three items about the high sacrifices reference the construct of continuance commitment and should be used to measure it.

Normative Commitment Scale (NCS): Allen, (2003, p.237) refers Normative commitment to “a feeling of moral obligation to remain with the organisation”. That means employees experiencing a high level of normative commitment have a belief that it is not right to leave the organisation no matter what the situation is. Leaving the organisation goes against one’s values. In this regard, the normative commitment items must comprise the moral value items. It should stress the moral values of an individual as this has been learned from the family. Remaining a member of the organisation reflects how loyal an individual is and that is within his/her moral value and must be adhered to. Hence, the wording of the items in the scale must denote the moral obligation to remain a part of the organisation (Powell and Meyer, 2004).

3.8 The relationship between organisational commitment and turnover intentions

The entire research problem is based on the association between organisational (as explained by its three aspects affective, normative and continuance) and turnover intentions in terms of its two aspects (intention to stay and intention to leave), that the researcher developed after the literature survey. On the one hand, turnover intention is reliant on the commitment and is a paramount variable of interest in this study. On the other hand, organisational commitment is the autonomous variable that accounts for the difference on the turnover intentions.

Meyer and Herscovitch (2003) maintain that committed employees put more effort to their work because they feel obligated and valued. In particular, an employee with continuance commitment is more expected to exit the organisation whenever one senses that there are no longer costs associated with leaving the organisation. Also, an employee with affective commitment may continue because one wants to fulfil organisational goals. Lastly, an employee with a normative commitment develops a moral obligation after the organisation has invested in him/her and the employee feels that it is a must to stay with the organisation (Meyer and Herscovitch, 2003).

3.9 Conclusion

The chapter presented an overview of literature regarding organisational commitment, as a multidimensional concept. Furthermore, consideration has been made to learn the three dimensions of organisational commitment: affective commitment, continuance commitment and normative commitment as well as their underlying determinants. The chapter also discussed the consequences and how to create a sustainable commitment. Lastly, the relationship between the organisational commitment and turnover intentions has been explored.

Clearly, organisational commitment has three critical dimensions as mentioned above. These have mental attributes that direct an employee's affiliation to the organisation. The mental attributes determine whether an individual leaves or stays with an organisation. Hence, once an employee's affiliation to the organisation has developed, managers should be able to determine its factors so that necessary steps can be considered to create an environment that will foster a sustainable commitment thereby resulting in works outcomes such as, job satisfaction, motivation and low levels of turnover. Also, for sustainable commitment, managers need to measure the levels of commitment within an organisation and the type of commitment that is susceptible to yield high intentions to leave and stay so that resources can be used in a more cost effective manner for sustainable commitment.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

The aim of this chapter is to present a description of the research design and methodology to be employed in the study. In order to achieve that, firstly, the study design will be explained in relation to the objectives and the hypotheses of the study. Methodology of the study shall follow and respectively display the applied strategies and procedures adopted in the research process of the study. These include the study site; the targeted population and sampling strategy; the sample size and sample; data collection methods and data quality control; and finally, a description of data analysis will be presented followed by conclusion.

4.2 Research design

The research design for the purposes of this study considered the under listed research hypotheses and objectives of the study for its effectiveness and efficiency. The study is explanatory and quantitative in nature. Thus, a structured survey method was employed for data collection. Data was sourced through a simple random sampling design. The tool for the data collection was a structured questionnaire with close ended questions and one open ended question for the participants' views. Finally, the data was analysed using both quantitative methods of data analysis and qualitative. The qualitative analysis was employed to explain the variations determined using the information gathered on the literature, conditions of employment within the study site and participants opinions where necessary.

▪ Hypotheses:

Hypothesis 1: There is a significant relationship between organisational commitment and turnover intentions.

Hypothesis 2: There is a significant difference in the levels of organisational commitment of employee varying in biographical variables (age, tenure, gender and education), respectively.

Hypothesis 3: There is a significant difference in the levels of turnover intentions of employees varying in biographical variables (age, tenure, gender and education), respectively.

Hypothesis 4: Continuance commitment is the most predictor of turnover amongst affective commitment and normative commitment.

▪ **Research objectives:**

▪ **Main objective**

- To establish the relationship between organisational commitment and turnover intentions amongst civil engineers in the roads sector.

▪ **Specific objectives**

- To establish the levels of organisational commitment and turnover intentions respectively, with the civil engineers in the roads sector.

- To examine effect of biographical variables (age, tenure, gender, education) on organisational commitment and turnover intentions respectively.

- To determine which aspect of organisational commitment mostly predicts turnover intentions of civil engineers in the roads sector.

4.3 Research methodology

According to Kumar (2005), research methodology seeks to display the applied stages to gathering responses to research questions and attaining research objectives. He explains that its emphasis is on the research process and the types of strategies to be employed. Hence, its point of departure is determined by detailed tasks. It is against this explanation that the under listed

(study site, target population, sampling strategies, sample size and sample, data collection methods, data quality control and data analysis) practical stages used to gather the data and the procedures followed are respectively discussed.

4.3.1 Study site

Gathering of data does not occur in a vacuum, it needs space. Hence the Ministry of Public Work and Transport was used as the study site. For accessibility of study site and ethical considerations, authority was sought from the relevant stakeholders. The authority detailed the purpose of the study, its relevance to the site and declaration by the researcher to properly use the site.

4.3.2 Target population

Study site was chosen and then followed identification of the targeted population. As portrayed by Sekaran (2003), population refers to the aggregation of elements from which the sample is actually selected. For the purpose of the study, the population comprised of the 100 civil engineers of the Roads Directorate within the Ministry of Public Works and Transport, Lesotho. Specifically, the categories of engineers involved in the study were chief engineer, principal engineers, senior engineers, engineers and assistant engineers. All 100 civil engineers were included mainly because the researcher at least had to study 100 or 80 participants to make the study adequate.

4.3.3 Sampling strategies

From the identified population a representative sample needed to be chosen to make the data collection a success and that called for a sampling strategy. According to Sekaran (2003), there are two categories of sampling techniques, namely, probability sampling and non-probability sampling. Sekaran (2003) maintains that “probability sampling is based on the concept of a random selection, a controlled procedure which ensures that each population element is given a

known non-zero chance of selection. In contrast, with non-probability sampling each member does not have a known non-zero chance of being included”.

In this study, the researcher used a simple random sampling technique to avoid biasness. The simple random sampling is a form of probability sampling in which all elements of the population are considered and have an equal chance of being chosen as elements (Saunders *et al.*, 2007). The technique was mainly selected as it allowed for high generalisability of findings.

4.3.4 Sample size and sample

- **Sample size**

Before the researcher can chose a representative sample from the population, one needs to know what sample size is needed for the current population and that requires a sampling frame. A sampling frame is a complete and correct list of all the population elements from which the sample is drawn (Saunders *et al.*, 2007; Cooper and Shindler, 2003). The sampling frame used in the study was the current payroll list of 100 Civil Engineering staff in the Ministry of Public Works and Transport, Lesotho. According to Sekaran (2003) a sample size for a population of **100 elements is 80 units.**

- **Sample**

Sekaran (2003) defines a sample as a sub-set of the population. In order to come up with a sample, the researcher needed to know the sample size and the sampling strategy to employ to come up with the sample. Hence, that called for sampling process. As indicated by Sekaran (2003), sampling is a procedure where the overall elements from the population is selected, so that a study of the sample and an understanding of its properties or characteristics would make generalisation of such properties or characteristics to the population elements possible”. For the study, a simple random sampling method was employed to choose 80 Civil Engineers from a population of 100 Civil Engineers within Public Works and Transport, Lesotho.

The reason for the researcher to effect the sampling procedure could be understood in the context of the concurrence made by Sekaran (2003); Saunders, Lewis and Thornhill (2007) and Cooper and Schindler (2003). They concur that the importance of sampling is evident in its ability to provide greater accuracy of results as with fewer subjects, the researcher incurs less fatigue. Also, sampling allows for quicker data collection and is cost effective.

4.3.5 Data collection method

According to Cooper and Schindler (2003), data collection is the gathering of information from secondary source or primary source in a specific setting in order to analyse, test hypotheses and answer the research questions. The data was collected at once from the randomly selected sample of 80 civil engineers. Thus, data collection involved a series of steps followed for proper results including:

- **Identifying source of the data**

The researcher had to identify the source from which the data would be gathered. The study gathered the data from the primary source, and Sekaran's (2003) view is that the primary data is that which is collected for research from the actual site of occurrence of event.

- **Identifying data collection instrument**

In order to gather the information, the researcher had to identify an appropriate instrument to use. A self-administered questionnaire was utilised for data collection, and that was after a pilot test. According to Sekaran (2003), a questionnaire is "a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives". 80 questionnaires were distributed to the study participants who were assembled at one place. The choice of the instrument was based on the assertion by Saunders *et al.* (2007) that the researcher is able to establish rapport with the respondents, motivate and clarify the questions where necessary.

4.3.5.1 Description of the questionnaire

The description of the questionnaire is an elaboration of an instrument the researcher uses to gather the data (Saunders *et al.*, 2007). The elaboration of the questionnaire is understood in the context of its construction. According to Sekaran (2003), for effective construction of a questionnaire, three aspects need to be considered, namely, the wording of the questionnaire, the principle of measurement and the general appearance of the questionnaire.

4.3.5.2 Construction of the questionnaire

In the study, close ended questions were utilised and the questionnaire was divided into two sections including:

▪ Section A

The subjects were required to provide biographical data including age, gender, highest educational qualification, marital status, number of years in organisation and job category. For each of the biographic profile, a nominal scale was used and the options were pre-coded. The respondents were requested to mark an X in the appropriate box.

▪ Section B

The questionnaire tapped into the sub-dimensions of organisational commitment (effective, continuance and normative) and the sub-dimensions of turnover intentions (intention to leave and intention to stay). The respondents were required to respond according to a five-point Likert scale, developed by Meyer and Allen's (1990) cited in Meyer and Herscovitch (2003) for organisational commitment and intention to stay and intention to leave developed by Mobley et al. (1978) cited in Abraham and David (2005), ranging from strongly disagree (1), to disagree (2), to neutral (3), to agree (4), to strongly agree (5). There respondents were therefore required to mark an X in the appropriate box. At the end of the questionnaire there was an open-space where respondents were requested to provide additional comments if there were any.

4.3.5.3 Pilot testing the questionnaire

The pilot test was conducted with 20 subjects to assess the appropriateness of the questions and whether respondents understood the questions. This is in line with the assertion by Sekaran (2003) that a questionnaire needs to be tested on a reduced set of participants to identify ambiguity in the questionnaire.

4.3.5.4 Administration of the questionnaires

This was the final step of data collection. The questionnaire was accompanied by a letter that explained the aim of the study and indicated that the information provided would be kept confidential. The arrangements to administer the questionnaire to the respondents were made prior to the actual data collection. The 80 questionnaires were self-administered by the researcher to the participants who were given 10 minutes to fill in the questionnaires and where questions emanated they were answered. The researcher had permission to distribute the questionnaire to the respondents. The researcher is employed in the organisation and was available for clarification, for any that was required, at any time provided that it was done within the maximum days of its completion.

4.3.6 Data quality control

Reliability and validity are the psychometric properties of instrument that are very important to consider in controlling the quality of data. The data has to be measured in any research undertaking. For that reason, reliability and validity of the instrument adopted to measure the data had to be established. Each psychometric property is discussed.

- **Reliability**

According to Sekaran (2003), “reliability is an indication that the instrument used to tap the data is stable and consistent and helps to assess the goodness of data. Forms of reliability are test-retest reliability, parallel-form reliability, inter-item consistency reliability and split-half

reliability. The Cronbach's alpha is appropriate to indicate how well the items in a set are positively correlated, thus the closer the Cronbach's alpha is to 1, the higher the internal consistency". For the purpose of study, Cronbach's alpha was used to test how reliable the questionnaire used was and its value was 0.712 which indicated that the consistency of the variables of the study were very high.

▪ **Validity**

Validity refers to the extent to which an instrument measures what it is supposed to measure. Validity is concerned with whether the right concept is being measured (Sekaran, 2003). The validity of a measuring instrument is established through the factor analysis. According to Cooper and Schindler (2003), this technique establishes the relationship within a set of independent or dependent variable. The reason is to reduce many variables to more manageable characteristics, and hence, variables which are not correlated are transformed. The types of validity tests are content validity, criterion-related validity and construct validity.

The validity of the items was considered rational as many researchers have adopted them and published their research papers (Meyer and Allen, 1990 cited in Meyer and Herscovitch, 2003; Shanock and Eisenberger, 2006; Carelees, 2005; Hafman and Woehr, 2006 and Chan and Francesco, 2003). That fully confirmed that factor analyses for validity of the items had been considered.

4.3.7 Data analysis

Data analysis is defined as a process of handling gathered information so that inferences and deductions can be made that reveal the concerns, notions and models that originated the study (Saunders *et al.*, 2007). The analysis of the data was undertaken via descriptive and inferential statistics.

4.3.7.1 Descriptive statistics

This comprises the frequencies and percentages, the measures of central tendencies and measures of dispersion.

- **Frequencies and percentages**

Firstly, the data was analysed through frequencies and percentages to describe the sample particularly the biographical data. Frequency tables were constructed after obtaining a count of frequencies. According to Cooper and Schindler (2003) frequencies are summarised by calculating the average or percentage frequencies. That done, the range and their repeated occurrences were determined and responses were then translated into percentages

- **Measures of central tendencies**

Secondly, measures of central tendencies assessed the level of commitment and the intent to leave or stay with the organisation. Sekaran (2003) maintains that “it is helpful to define a sequence of observations in a data set parsimoniously and in a meaningful way”. The main aim is to help the investigator to have the knowledge of elementary structure of the data. Thus, the common measures of location included:

- **Mean**

According to Sekaran (2003), the mean is an arithmetic average value of the variable, computed across all cases. This simply refers “to the sum of all scores divided by the number of scores”. If the distribution of scores is the normal distribution, which refers to the familiar symmetrical bell-shaped curve, then the mean and the median will be identical (Saunders *et al.*, 2007).

- **Median**

The median is the midpoint of the distribution. This is supported by Cooper and Schindler (2003) that the median is the mid value when the information is arranged from the least to the largest. If values are flat, then the mid value is typically created from the average of the two central points.

- **Mode**

The mode is defined as the most frequently occurring value in a distribution (Saunders et al., 2007).

- **Measures of dispersion**

Measures of dispersion include the range, the variance and the standard deviation. These assisted the researcher to describe how values were spread in a data distribution.

- **Range**

The range refers to a simple statistic which is the gap between the largest and the smallest values (Sekaran, 2003).

- **Variance**

According to Cooper and Schindler, (2003), the variance is the average of the deviation scores about the mean. This was obtained by subtracting the mean from each observation in the data set taking the square of this difference and dividing the total of those by the number of observation.

- **Standard deviation**

Standard deviation means the square root of the variance (Sekaran, 2003). “It helps to summarise how far away from the average the data value typically are. It is perhaps the most frequent used

measure of spread because it improves interpretability by removing the variance's square, thereby expressing its original units" (Cooper & Schindler, 2003).

4.3.7.2 Inferential statistics

"The use of inferential statistics is to estimate the generalisability of the findings. This is done through the analysis of a sample to the larger population from which the sample is drawn. A small sample of the population is used and the characteristics of the population are estimated from the selected sample" (Sekaran, 2003). Inferential statistics was utilised for the study, and it included:

- **Correlation**

"Correlation indicates the nature, direction and significance of the bivariate relationships of variables used in the study and utilises Pearson's correlation coefficient" (Sekaran, 2003). In the study, correlations among the dimensions of organisational commitment and turnover intentions were established to show the strength and significance of the identified association between the variables.

- **t- test**

According to Cooper and Schindler (2003), "the t-test is used to establish if there is any significant difference in the means for two groups in the variables of interest and variations on the t-test are used for independent and related sample".

For the study, t-test was employed to establish the significant difference in the biographical variable (gender) and among organisational commitment and turnover intentions, respectively.

▪ ANOVA

Analysis of variance is used to indicate whether or not there are significant mean differences between two or more groups and that can be revealed by ANOVA (Sekaran, 2003). That is, results of ANOVA indicate whether or not means of diverse clusters are significantly different from one another. In this study, ANOVA was used to measure whether there was a significant difference in commitment and turnover intentions respectively, amongst employees varying in biographical data, excluding gender.

▪ Multiple regression

Sekaran (2003) state that “multiple regression is an analysis whereby more than one predictor is jointly regressed against the criterion variable”. This enables the researcher to understand how much of the alteration in the dependent variable is explained by a set of predictors.

In the study, multiple regression was used because there were more than two independent variables. The three dimensions of organisational commitment: affective, continuance and normative were jointly regressed against turnover intentions to explain the amount of variance in the turnover intentions.

4.4 Conclusion

The chapter discussed the research methodology and revealed the sampling procedure that was followed to select study sample, method of data collection and survey design. Also, an insight of statistical techniques utilised during data analysis was provided. It can be deduced that the research methodology allowed the researcher to draw conclusions about the study effectively.

CHAPTER 5

PRESENTATION OF RESULTS

5.1 Introduction

The chapter acquaints the reader with a presentation of results after applying the statistical techniques identified in Chapter 4. These involve measures of central tendency and dispersion, correlation analysis and the association between the respective biographical variables and the respective turnover and organisational commitment dimensions.

In order to present the results effectively the hypotheses and objectives of the study need to be reflected as follows:

Hypotheses:

Hypothesis 1: There is a significant relationship between organisational commitment and turnover intentions.

Hypothesis 2: There is a significant difference in the levels of organisational commitment of employee varying in biographical variables (age, tenure, gender and education), respectively.

Hypothesis 3: There is a significant difference in the levels of turnover intentions of employees varying in biographical variables (age, tenure, gender and education), respectively.

Hypothesis 4: Continuance commitment is the most predictor of turnover amongst affective commitment and normative commitment.

▪ **Research objectives:**

▪ Main objective

• To establish the relationship between organisational commitment and turnover intentions amongst civil engineers in the roads sector.

▪ Specific objectives

• To establish the levels of organisational commitment and turnover intentions respectively, with the civil engineers in the roads sector.

• To examine effect of biographical variables (age, tenure, gender, education) on organisational commitment and turnover intentions respectively.

• To determine which aspect of organisational commitment mostly predicts turnover intentions of civil engineers in the roads sector.

5.2 Presentation of results

Both descriptive and inferential statistics were employed in the data analysis.

5.2.1 Descriptive statistics

Under the descriptive and qualitative analyses frequency and percentage tables, pie and bar charts were employed to heighten the data analysis for the study. These are presented below.

5.2.1.1 Frequencies and percentages

Frequencies and percentages of biographical variables (age, gender, highest educational qualification, marital status, number of years in organisation and job category) are presented below on tables, pie charts and bar graphs, respectively.

5.3.1 Descriptive statistics and qualitative analysis

Under the descriptive and qualitative analyses frequency and percentage tables, pie and bar charts were employed to heighten the data analysis for the study. These are presented below.

5.3.1.1 Frequencies and percentages

Frequencies and percentages of biographical variables (age, gender, highest educational qualification, marital status, number of years in organisation and job category) are presented below on tables, pie charts and bar graphs, respectively.

Table 5.1 Frequencies and percentages of age groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	3	1.6	3.5	3.5
	30-39	49	26.3	57.0	60.5
	40-49	32	17.2	37.2	97.7
	50-59	2	1.1	2.3	100.0
	Total	86	46.2	100.0	
Missing	System	100	53.8		
Total		186	100.0		

Figure 5.1: Sample composition by age

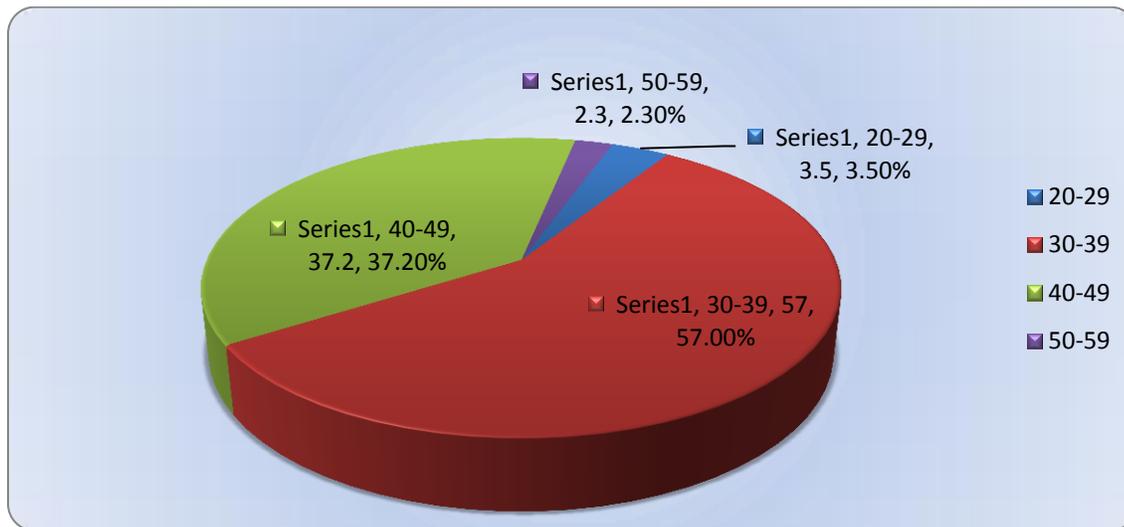


Table 5.1 and figure 5.1 indicate that the highest percentage of respondents (57.0%) fell in the age group of 30-39, followed 40-49 years (37.2%), followed by 20-29 (3.5%) and 50-59 age group (2.30%), respectively. The majority of the respondents fell in the age group 30-39 while none were aged 60+ years.

Table 5.2 Frequencies and percentages of gender group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	31.7	68.6	68.6
	Female	27	14.5	31.4	100.0
	Total	86	46.2	100.0	
Missing	System	100	53.8		
Total		186	100.0		

Figure 5.2 Sample composition by gender

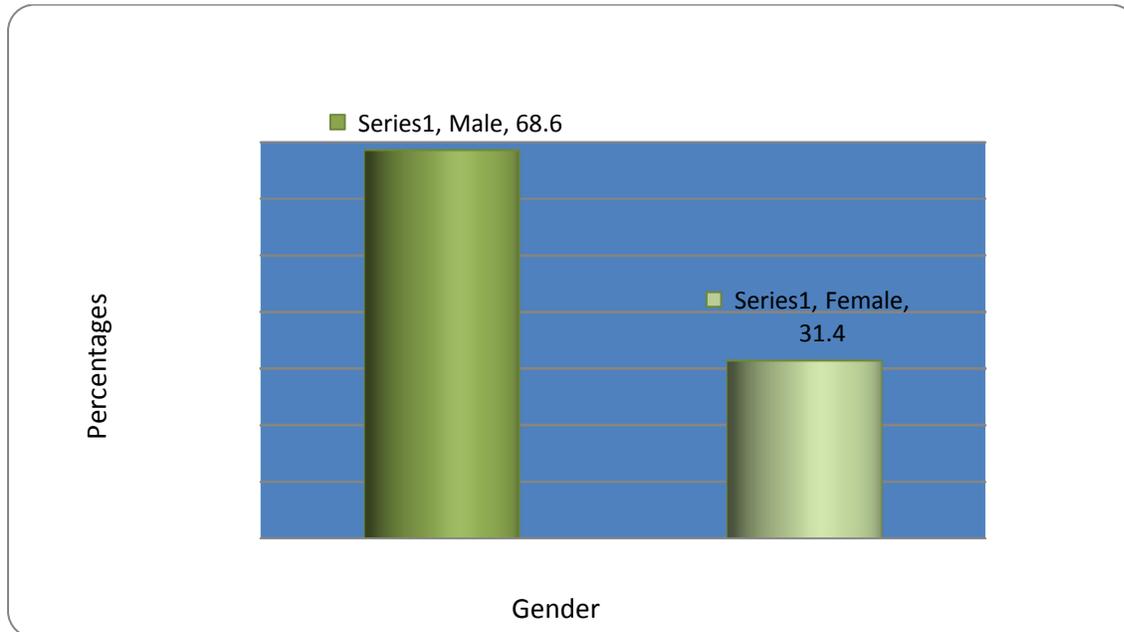


Table 5.2 and figure 5.2 indicate that 68.6% of the sample comprised males, whilst 31.4% were females. The sample population was mostly occupied by males.

Table 5.3 Frequencies and percentages of highest educational qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	74	39.8	86.0	86.0
	post graduate	12	6.5	14.0	100.0
	Total	86	46.2	100.0	
Missing	System	100	53.8		
Total		186	100.0		

Figure 5.3 Sample composition by highest educational qualification level

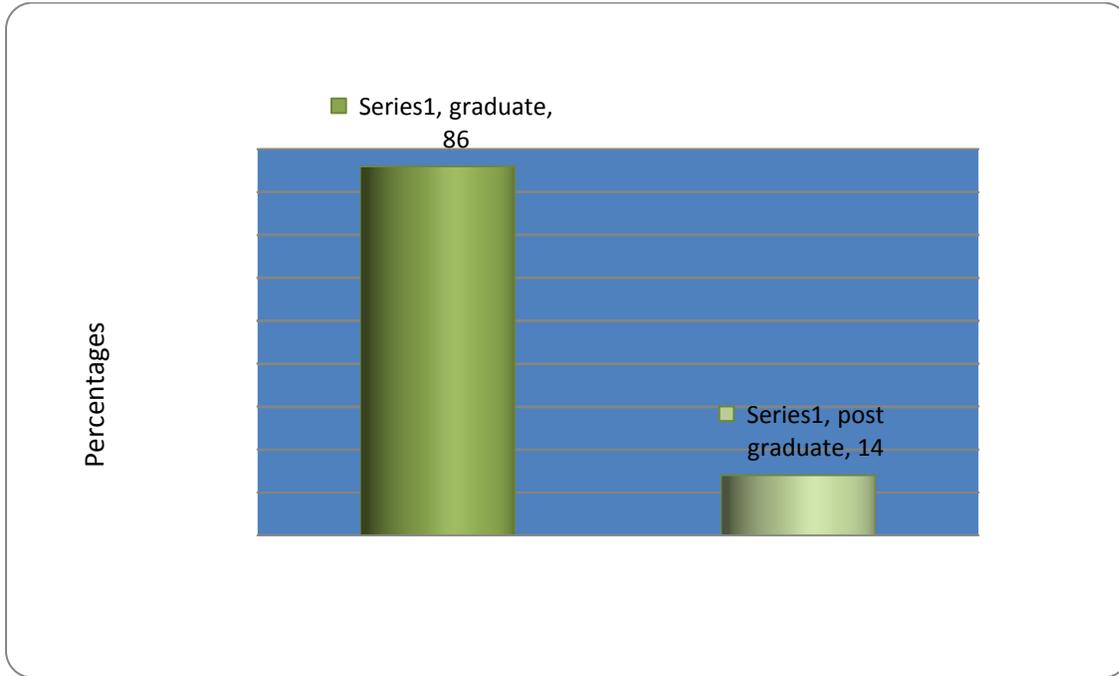


Table 5.3 and figure 5.3 indicate that the majority of the respondents were graduates (86.0%), whilst 14.0% had post graduate. The sample population was predominantly composed of graduates and none with matric, certificate and diploma.

Table 5.4 Frequencies and percentages of the marital status group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	54	29.0	62.8	62.8
	Single	27	14.5	31.4	94.2
	Widowed	2	1.1	2.3	96.5
	Divorced	3	1.6	3.5	100.0
	Total	86	46.2	100.0	
Missing	System	100	53.8		
Total		186	100.0		

Figure 5.4 Sample composition by marital status

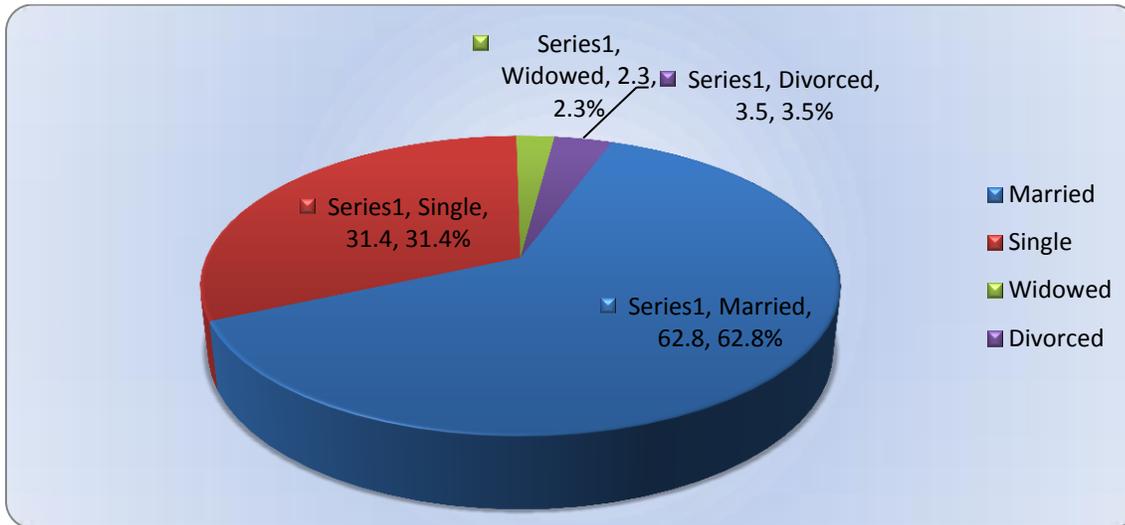


Table 5.4 and figure 5.4 indicate that the majority of the respondents were married (62.8%), whilst 31.4% were single. 3.5% were divorced followed by 2.3% of widowed.

Table 5.5 Frequencies and percentages of number of years in organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	(0-2)	8	4.3	9.3	9.3
	(3-4)	14	7.5	16.3	25.6
	(5-6)	23	12.4	26.7	52.3
	(7-8)	15	8.1	17.4	69.8
	(9&plus)	26	14.0	30.2	100.0
	Total	86	46.2	100.0	
Missing	System	100	53.8		
Total		186	100.0		

Figure 5.5 Sample composition by number of years in organisation

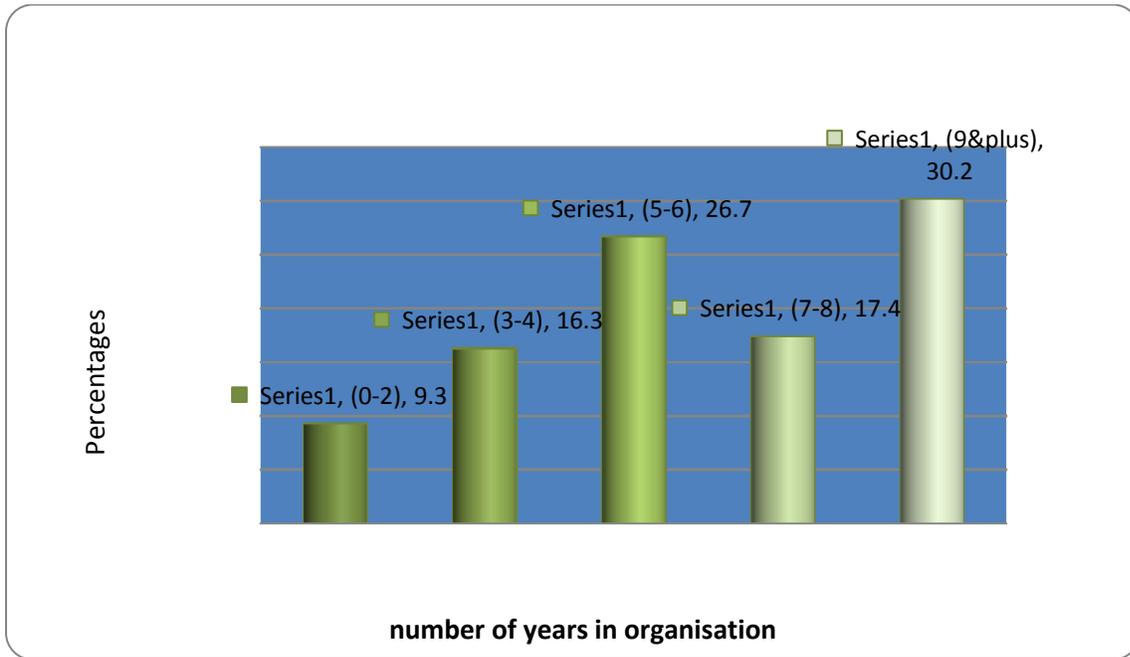


Table 5.5 and figure 5.5 indicate that (9.3%) of respondents have 0-2 years of service followed by 2-4 years of service (16.3%) and 7-6 years of service (17.4%). The majority of the respondents included those with 9 + years of service (30.2%) and those between 5-6 (26.7%) years in organisation.

Table 5.6 Frequencies and percentages of job category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	chief engineer	1	.5	1.2	1.2
	principal engineer	44	23.7	51.2	52.3
	senior engineer	18	9.7	20.9	73.3
	Engineer	20	10.8	23.3	96.5
	assistant engineer	3	1.6	3.5	100.0
	Total	86	46.2	100.0	
Missing	System	100	53.8		
Total		186	100.0		

Figure 5.6 Sample composition by job category

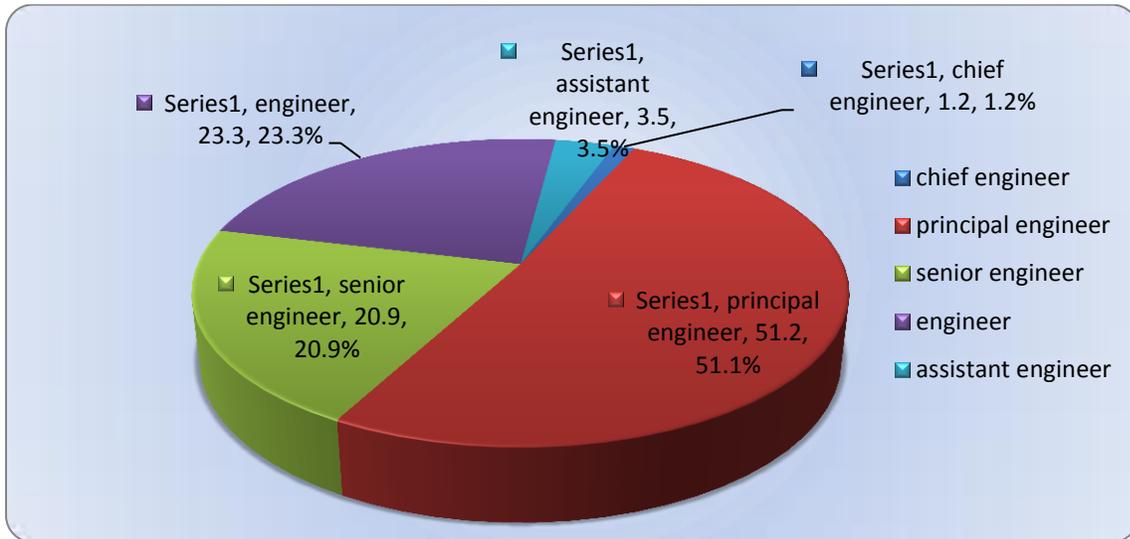


Table 5.6 and figure 5.6 indicate that the majority of the respondents were the principal engineers (51.1%), followed by 23.3% of the engineers and 20.9% of senior engineers and lastly, 3.5% of the chief engineer which is the least.

5.3.1.2 Measures of central tendency and dispersion

Measures of central tendency and dispersion of the dimensions of organisational commitment (affective commitment, normative commitment and continuance commitment) and turnover intentions dimensions (intention to stay and intention to leave), respectively are shown in the tables below.

Table 5.7 Mean, std. deviation, minimum and maximum scores for the dimensions of organisational commitment

Organisational commitment	N	Minimum	Maximum	Mean	Std. Deviation
Affirmative commitment	86	5.00	25.00	16.7674	3.55023
Normative commitment	86	6.00	25.00	16.4070	4.24923
Continuance commitment	86	5.00	25.00	17.8837	4.44950
Valid N (list wise)	86				

The mean score (M=16.7674) for affective commitment indicates that subjects showed a moderate level of affective commitment. The standard deviation (SD=3.55023) shows that there was some variation in the levels of affective commitment. That is confirmed by examining the minimum and maximum scores. The minimum score of 5.00 shows low level of affective commitment while the maximum score of 25.00 indicates a high level of affective commitment.

The mean score (M=16.4070) for normative commitment indicates that subjects showed a moderate level of normative commitment. The standard deviation (SD=4.24923) shows that there was some variation in the levels of normative commitment. That is confirmed by examining the minimum and maximum scores. The minimum score of 6.00 shows low level of normative commitment while the maximum score of 25.00 indicates a high level of normative commitment.

The mean score (M=17.8837) for continuance commitment indicates that subjects showed a moderate level of continuance commitment. The standard deviation (SD=4.44950) shows that there was some variation in the levels of continuance commitment. That is confirmed by examining the minimum and maximum scores. The minimum score of 5.00 shows a low level of continuance commitment while the maximum score of 25.00 indicates a high level of affective commitment.

If the mean scores are ranked in order of form from the highest to the lowest, it can be seen that continuance commitment has the highest score (17.8837) followed by affective commitment (M=16.7674) and then normative commitment (M=16.4070). However, it should be recalled that the mean scores indicates that the subjects displayed moderate levels of commitment. Also with the standard deviation, a similar trend is noted when looking at the scores. Subjects displayed the highest variation for continuance commitment (4.44950) followed by normative commitment (4.24923) and then affective commitment (3.55023).

Table 5.8 Mean, std. deviation, minimum and maximum scores for turnover intentions dimensions

Turnover	N	Minimum	Maximum	Mean	Std. Deviation
Intention to stay	86	5.00	18.00	10.4070	2.53622
Intention to leave	86	5.00	14.00	9.6279	1.92229
Valid N (listwise)	86				

The results presented in table 5.9 indicates that subjects have a slight intention to stay with the organisation (M=10.4070). The standard deviation (SD=2.53622) shows that there was some variation in the levels of intention to stay. That is confirmed by examining the minimum and maximum scores. The minimum score of 5.00 shows low level of intention to stay while the maximum score of 18.00 indicates a high level of intention to stay.

The mean score for intention to leave (9.6279) indicates that subjects showed a slight level of intention to leave. The standard deviation (SD=1.92229) shows that there was some variation in the levels of intention to leave. That is confirmed by examining the minimum and maximum scores. The minimum score of 5.00 shows low level of intention to leave while the maximum score of 14.00 indicates a high level of intention to leave.

5.3.2 Inferential statistics

5.3.2.1 Intercorrelation among the respective organisational commitment and turnover intentions dimensions.

Tables 5.9 and 5.10 below show the intercorrelation among the dimensions of organisational commitment and turnover intentions, respectively.

Table 5.9 Intercorrelation among the dimensions of organisational commitment.

Organisational commitment dimensions		Affective commitment	Normative commitment	Continuance commitment
Affective commitment	Pearson Correlation	1	0.399**	0.237*
	Sig. (2-tailed)		0.000	0.028
	N	86	86	86
Normative commitment	Pearson Correlation	0.399**	1	0.179
	Sig. (2-tailed)	0.000		0.100
	N	86	86	86
Continuance commitment	Pearson Correlation	0.237*	0.179	1
	Sig. (2-tailed)	0.028	0.100	
	N	86	86	86

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed)

There is a significant correlation at 0.01 level between affective commitment and normative commitment ($r=0.399$; $p=0.000$).

There is a significant correlation at 0.05 level between affective commitment and continuance commitment ($r=0.237$; $p=0.28$).

Table 5.10 Intercorrelation among the dimensions of turnover intentions

Turnover dimensions	Intention to stay	Intention to leave
Intention to stay	1	0.116*
Pearson Correlation		
Sig. (2-tailed)		0.288
N	86	86
Intention to leave	0.116*	1
Pearson Correlation		
Sig. (2-tailed)	0.288	
N	86	86

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed)

Table 5.11 indicates that there is no significant correlation at 0.05 level between intention to stay and to leave ($r=0.116$; $p=0.288$)

5.3.2.1 Hypotheses

Hypotheses are represented in the tables 5.11, 5.12, 5.13, 5.14, 5.15, 5.16, 5.17, 5.18, 5.19, and 5.20, respectively.

(a) Hypothesis 1

There is a strong significant relationship between organisational commitment and turnover intentions.

Table 5.11 Pearson's correlation matrix between organisational commitment dimensions and turnover intentions

		Intention to stay	Intention to leave
Affective commitment	Pearson Correlation	0.327**	-0.021**
	Sig. (2-tailed)	0.002	0.845
	N	86	86
Normative commitment	Pearson Correlation	0.466**	0.122*
	Sig. (2-tailed)	0.000	0.261
	N	86	86
Continuance commitment	Pearson Correlation	0.262*	0.110**
	Sig. (2-tailed)	0.015	0.311
	N	86	86

** Correlation is significant at the 0.01 (2-tailed)

*Correlation is significant at 0.05 (2-tailed)

There is a significant correlation at 0.01 level between affective commitment and intention to stay ($r=0.327$; $p=0.002$).

There is no significant correlation at 0.01 level between affective commitment and intention to leave ($r=-0.021$; $p=0.845$).

There is a significant correlation at 0.01 level between normative commitment and intention to stay ($r=0.466$; $p=0.000$).

There is no significant correlation at 0.05 level between normative commitment and intention to leave ($r=0.122$; $p=0.261$).

There is no significant correlation at 0.05 level between continuance commitment and intention to stay ($r=0.262$; $p=0.015$).

There is no significant correlation at 0.01 level between continuance commitment and intention to stay ($r=0.11$; $p=0.311$).

(b) Hypothesis 2

There is a significant difference in the levels of organisational commitment of employees varying in the biographical variables (gender, age, marital status, qualifications and tenure) respectively.

Table 5.12 Organisational commitment by gender

Paired Samples Test								
	Paired Differences					t	df	Sig.(2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 gender – affcom	-15.6	3.5618	.38408	-16.4	-4.85	-0.659	85	0.000
Pair 2 gender – normcom	-5.26	4.2181	.45485	-16.2	-14.4	-3.540	85	0.000
Pair 3 gender – concom	-16.7	4.4654	.48151	-17.7	-15.8	-4.750	85	0.000

* $p \leq 0.05$

Table 5.13 indicates a significant difference in the levels of organisational commitment between males and females ($t = -0.659$; $p \leq 0.05$), ($t = -3.540$; $p \leq 0.05$) and ($t = -4.750$; $p \leq 0.05$).

Table 5.13 Affective commitment by biographical variables (age, marital status, qualification and tenure)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
age	Between Groups	5.229	18	0.290	0.775	0.721
	Within Groups	25.108	67	0.375		
	Total	30.337	85			
status	Between Groups	9.966	18	0.554	1.110	0.363
	Within Groups	33.429	67	0.499		
	Total	43.395	85			
qualification	Between Groups	3.270	18	0.182	1.725	0.056
	Within Groups	7.055	67	0.105		
	Total	10.326	85			
tenure	Between Groups	34.679	18	1.927	1.462	0.133
	Within Groups	88.310	67	1.318		
	Total	122.988	85			

* $p \leq 0.05$

Table 5.14 indicates no significant difference in levels of affective commitment varying in age ($F = 0.775$; $p \geq 0.05$), status ($F = 1.110$; $p \geq 0.05$), qualification ($F = 1.725$; $p \geq 0.05$) and tenure ($F = 1.462$; $p > 0.05$), respectively.

Table 5.14 Normative commitment by biographical variables (age, marital status, qualification and tenure)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
age	Between Groups	6.295	18	0.350	0.975	0.498
	Within Groups	24.042	67	0.359		
	Total	30.337	85			
status	Between Groups	8.483	18	0.471	0.904	0.576
	Within Groups	34.913	67	0.521		
	Total	43.395	85			
qualification	Between Groups	2.603	18	0.145	1.255	0.246
	Within Groups	7.722	67	0.115		
	Total	10.326	85			
tenure	Between Groups	27.859	18	1.548	1.090	0.381
	Within Groups	95.129	67	1.420		
	Total	122.988	85			

* $p \leq 0.05$

Table 5.15 indicates no significant difference in the levels of normative commitment varying in age ($F= 0.975$; $p \geq 0.05$), status ($F= 0.904$; $p \geq 0.05$), qualification ($F= 1.225$; $p \geq 0.05$) and tenure ($F= 1.090$; $p > 0.05$), respectively.

Table 5.15 Continuance commitment by biographical variables (age, marital status, qualification and tenure)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
age	Between Groups	4.244	16	.265	0.701	0.783
	Within Groups	26.093	69	0.378		
	Total	30.337	85			
status	Between Groups	10.398	16	0.650	1.359	0.189
	Within Groups	32.997	69	0.478		
	Total	43.395	85			
qualification	Between Groups	1.383	16	0.086	0.667	0.816
	Within Groups	8.943	69	0.130		
	Total	10.326	85			
tenure	Between Groups	19.038	16	1.190	0.790	0.692
	Within Groups	103.950	69	1.507		
	Total	122.988	85			

* $p \leq 0.05$

Table 5.16 indicates no significant difference in the levels of continuance commitment varying in age ($F= 0.775$; $p \geq 0.05$), status ($F= 1.110$; $p \geq 0.05$), qualification ($F= 1.725$; $p \geq 0.05$) and tenure ($F= 1.462$; $p > 0.05$), respectively.

Hypothesis 2 is substantiated only in the cases of dimensions of organisational commitment (affective, normative and continuance) and gender, respectively.

(c) Hypothesis 3

There is a significant difference in the levels of turnover intentions (intention to stay and intention to leave) of employees varying in the biographical variables (age, tenure, gender and education), respectively.

Table 5.16 Turnover intentions and gender

Paired Samples Test								
	Paired Differences					t	df	Sig.(2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 gender - intstay	-9.26	2.55383	.27539	-9.803	-8.708	-3.61	85	0.000
Pair 2 gender - intleave	-.477	1.932555	.20839	-8.891	-8.062	-40.7	85	0.000

* $p \leq 0.05$

Table 5.17 indicates a significance difference in the levels of turnover intentions between males and females ($t = -3.61$; $p \leq 0.05$) and ($t = -40.7$; $p \leq 0.05$), respectively.

Table 5.17 Intention to stay and biographical variables (age, marital status, qualification and tenure)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
age	Between Groups	4.144	11	0.381	1.077	0.391
	Within Groups	26.149	74	0.353		
	Total	30.337	85			
status	Between Groups	5.078	11	0.462	0.892	0.552
	Within Groups	38.317	74	0.518		
	Total	43.395	85			
qualification	Between Groups	1.117	11	0.102	0.816	0.624
	Within Groups	9.209	74	0.124		
	Total	10.326	85			
tenure	Between Groups	13.475	11	1.225	0.828	0.613
	Within Groups	109.513	74	1.480		
	Total	122.988	85			

* $p \leq 0.05$

Table 5.16 indicates no significant difference in the levels of intention to stay varying in age ($F= 1.077$; $p \geq 0.05$), status ($F= 0.892$; $p \geq 0.05$), qualification ($F= 0.816$; $p \geq 0.05$) and tenure ($F= 0.828$; $p > 0.05$), respectively.

Table 5.18 Intention to leave and biographical variables (age, marital status, qualification and tenure)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
age	Between Groups	5.193	9	0.577	1.744	0.093
	Within Groups	25.144	76	0.331		
	Total	30.337	85			
status	Between Groups	3.444	9	0.383	0.728	0.682
	Within Groups	39.952	76	0.526		
	Total	43.395	85			
qualification	Between Groups	1.248	9	0.139	1.161	0.332
	Within Groups	9.078	76	0.119		
	Total	10.326	85			
tenure	Between Groups	10.015	9	1.113	0.749	0.663
	Within Groups	112.973	76	1.486		
	Total	122.988	85			

* $p \leq 0.05$

Table 5.16 indicates no significant difference in the levels of intention to leave varying in age ($F= 1.744$; $p \geq 0.05$), status ($F= .728$; $p \geq 0.05$), qualification ($F= 1.61$; $p \geq 0.05$) and tenure ($F= 0.749$; $p \geq 0.05$), respectively.

Hypothesis 3 is only substantiated in the cases of turnover intentions (intention to stay and intention to leave) and gender.

(c) Hypothesis 4

Continuance commitment is the greatest predictor of turnover amongst affective commitment and normative commitment.

Table 5.19 Results of the multiple regression analysis with turnover (intention to stay) as the dependent variable

Model summary

Model	Multiple R	Multiple R square	Adjusted R	Std. Error of the Estimate
1	0.515 ^a	0.265	0.238	2.21393

a. predictors: (constant) continuance commitment; normative commitment; affective commitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.835	3	48.278	9.850	0.000 ^a
	Residual	401.921	82	4.901		
	Total	546.756	85			

a. Predictors: (Constant), continuance commitment, normative commitment, affective commitment

b. Dependent Variable: intention to stay

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.390	1.436		2.361	0.021
	Affective commitment	0.097	0.075	0.136	1.291	0.200
	Normative commitment	0.229	0.062	0.383	3.691	0.000
	Continuance commitment	0.092	0.056	0.161	1.646	0.104

a. Dependent Variable: Intention to stay

The R Squared (0.515) indicates that 51.5% of the variance in turnover (intention to stay) can be explained by 3 predictors.

In order to establish which of the organisational commitment dimensions predicts turnover (intention to stay) mostly, it was imperative to compute the Beta values for each variable as can be show in the Table 5.21 above, therefore the results of Beta values will be discussed .

The Beta values indicate that normative commitment with the Beta value of 0.383 was the most predictor of the intention to stay.

Table 5.20 Results of the multiple regression analysis with turnover intension (intention to leave) as the dependent variable

Model summary

Model	Multiple R	Multiple R square	Adjusted R square	Std. Error of the Estimate
1	0.799a	0.032	-0.003	1.92547

a predictors: (constant) continuance commitment; normative commitment; affective commitment

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.084	3	3.361	0.907	0.442 ^a
	Residual	304.009	82	3.707		
	Total	314.093	85			

a. Predictors: (Constant), concom, normcom, affcom

b. Dependent Variable: intention to leave

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.662	1.248		6.938	0.000
	Affective commitment	-0.057	0.065	-0.105	-0.874	0.385
	Normative commitment	0.047	0.049	0.111	1.218	0.332
	Continuance commitment	0.066	0.054	0.145	0.975	0.227

a. Dependent Variable: Intention to leave

The R Squared (0.799) indicates that 79.9% of the variance in turnover (intention to leave) can be explained by 3 predictors.

In order to establish which of the organisational commitment dimensions predicts turnover (intention to leave) mostly, it was imperative to compute the Beta values for each variable as that can be shown in the Table 5.21 above, therefore the results of Beta values will be discussed .

The Beta values indicate that continuance commitment with the Beta value of 0.145 is the most predictor of the intention to leave and thus, substantiates Hypothesis 4.

5.5 Data quality control

The data quality control of the instrument (questionnaire) were established by measuring the reliability of the questionnaire using the Cronbach’s Coefficient Alfa.

Table 5.21 Cronbach’s Coefficient Alpha

Case Processing summary		
	N	%
Cases Valid	86	46.2
Excluded	100	53.8
Total	186	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach’s Alfa	N of Items
0.712	25

Table 5.22 indicates the Cronbach’s Alfa for the questionnaire employed with the two main variables organisational commitment and turnover intentions. It can be deduced that the research instrument has a high degree of reliability and internal consistency because of the value of its

Cronbach's Alfa of 0.712. It is evident therefore that the consistency and stable measure of the kay variables of the study are high.

5.6 Conclusion

The chapter presented the results of the study through descriptive and inferential statistics. Through the descriptive and inferential statistics presentations of results, it was very easy to determine and understand the significant relationships and differences between the variables respectively, which shall necessitate the interpretation of the results in the next chapter.

CHAPTER 6

DISCUSSION OF RESULTS

6.1 Introduction

The chapter presents the discussion of results obtained from the application of both descriptive and inferential statistics. The findings are matched and differentiated with the findings from the preceding studies of the similar nature to enhance the achievement of the study objectives and to give a clear direction on the effective recommendations and conclusions about the study.

6.2 Measures of central tendency

Measures of the central tendency were employed to assess the levels of organisational commitment and turnover intentions amongst the civil engineers within the roads sector and the results revealed are displayed below.

6.2.1 Organisational commitment

The results indicated moderate levels of affective commitment, normative commitment and continuance commitment, respectively.

▪ Affective commitment

The mean score for affective commitment indicated ($M=16.7674$) moderate levels of commitment. As depicted from Rowden, (2003), affective commitment is an employee's expressive affiliation with, and participation in the organisation which is built on the optimistic feelings towards the organisation. Furthermore, an employee with affective commitment has emotional attachment on the organisation mainly because his/her values and objectives are similar to those of the organisation (Cohen, 2003). The study showed a moderate level of

commitment. This is so, because there are job characteristics which are perceived as the strong precursors of affective commitment (Muthuvullo and Che Rose 2005).

The evidence above is supported by Suliman and Iles (2004) study that the employee's decision to join the organisation and its resultant commitment were the effect of the high quality of job characteristics perceived within the organisation. They disclosed that after controlling for job characteristics, the study multiple regression analysis revealed that the quality of the decision to join the organisation was insignificant and could therefore not explain the effect on the affective commitment.

Maxwell and Steele (2005) posit that the affective commitment determines the type and impact of the individual's work experiences during one's involvement with the organisation. They explain the features of work experiences to involve compensation, occupational reliability, employee significant and social participation. Maxwell and Steele (2005) argue that the employee who effectively obtains rewards from his/her employer develops a firm connection to the organisation. Also, the greater the perceived support from the employer, the stronger the employee's affiliation is to the company. Furthermore, the extent to which the employer allows for social interaction among the employees creates the interpersonal relationships which have a significant value to the affective commitment (Maxwell and Steele, 2005).

▪ **Normative commitment**

The mean score (M=16.4070) for normative commitment indicated moderate levels of commitment. Normative commitment is a sense of responsibility to continue as a member of an organisation (Cohen, 2003). This indicates that an individual commits to and remains with the organisation because he/she feels bound to. The study showed moderate levels of commitment due to a number of diverse sources as noted by Klein, Becker and Meyer (2009). They disclose that the commitment may be a result of training sessions offered to a worker who in return feels demined to settle in an organisation order to reimburse the organisation.

Another reason for the moderate levels of commitment could be related to the sense of loyalty by the employees. This is consistent with Rodwen's (2003) assertion that people who feel it is right to be loyal to an organisation are strongly obliged to be part of the organisation. In a similar way, Cohen (2003) posits that normative commitment develops prior to an individual job's commencement. This is via socialisation. So, an individual stays with the organisation as one needs to honour both the company and the family (Cohen, 2003).

Furthermore, Guimaraes and Igarria (2006) are of the view that the need for advancement is a powerful motivator for employees in their career development. They indicate that employees feel the need to advance higher in the workplace as a means to measure their professional abilities. Therefore, it can be deduced that if employees do not see any room for advancement at their current jobs, they become unhappy and display signs that they may be looking for alternative jobs. Thus, lack of opportunity for advancement affects the strong development of normative commitment (Guimaraes and Igarria, 2006).

▪ **Continuance commitment**

The mean score (M=17.8837) for continuance commitment indicated moderate levels of commitment. Continuance commitment refers to an obligation to the company based on the expenses that an employee will incur when leaving the organisation (Riggle, Endmondson and Hansen, 2009). They explain that while the individuals are working, they accumulate the benefits both economical (pension accruals) and social (work acquaintances). The longer the individual stays in the organisation, the more the benefits he/she accrues thereby, enhancing one's commitment to the organisation because one does not want to lose such benefits (Riggle *et al.*, 2009).

Klein *et al.* (2009) further note that other investments such as, period spent with the company, strength made towards one's work and specific skills acquired are difficult to use in other organisations. This indicates that an individual develops moderate levels of commitment because she/he perceives lack of prospects to other jobs. Also, Cooper-Hamik and Viswesvaran (2005)

disclose that an employee needs to stay with the organisation when he/hse does not meet the skills requirements of the positions outside his/her organisation. Those working in the companies that need the specialised skills are susceptible to this type of commitment. It is evident that continuance commitment is a sort of emotional connection to an organisation that reveals the employee's awareness of the loss that may be endured for leaving the organisation. Ultimately, the employee remains with the organisation because he/she has to (Cooper-Hamik and Viswesvaran, 2005).

6.2.2 Turnover intentions

Dawley, Houghton and Bucklew *et al.* (2010) define turnover intentions as a measure of whether a business or organisation's employees plan to leave or stay or alternatively, whether an organisation intends to retain or retrench an employee from his/her position. In simple terms, it is the likelihood that an employee can alter his/her job within a particular period of time. Once an employee has actually implemented the behavior to quit, there is little possibility of reaching out to him/her to understand his/her prior situation. Therefore, discussing the levels of turnover intentions will showcase the factors between the employees' attitude affecting the intent to quit and actually quitting the organisation. It is also crucial to mention that more decisions to remain with the organisation determine low levels of turnover and the vice versa. Also, this is similar with rare decisions to quit depicts low levels of turnover and the vice versa.

▪ Intention to leave

The mean score (M=9.6279) for intention to leave indicated low levels of turnover. The data gathered showed that subjects had no other alternative to jobs and unwilling to relocation was also evident. This is in line with the assertion that the intention to leave is an emotional connection to an organisation that reveals the employee's awareness of lack of prospects to the other jobs. Ultimately, the employee remains with the organisation because he/she has to (Cooper-Hamik and Viswesvaran, 2005). Rosser and Townsend (2006) disclose that if an employee perceives lack of alternative jobs, the employee's intention to leave is very weak and the vice versa.

The subjects have shown another element of low levels of turnover to be attributed to unwilling to relocate. This is in line with the assertion by Klein *et al.* (2009) that the presence of the perceived alternative employment does not induce the intention to leave alone. They argue that the implementation of alternative employment depends on the extent to which family factors may permit the individual to relocate or the degree to which the job is paying (Klein *et al.*, 2009). For instance, an employee may find a well-paying job however, one may not join the organisation due to lack of preferred schools within the company's domain. Hence, the employee may decline the offer and remain with his/her current employer (Klein *et al.*, 2009).

▪ **Intention to stay**

The mean score (M=10.4070) for intention to stay indicated high levels of turnover. From the unstructured questions asked, the following came up as reasons why the subjects expressed low levels of turnover: they disclosed that they were not satisfied with the rewards, the job, and the level of power. According to Farh, Hackett and Liang (2007), employee's choice to remain with an organisation transpires when they become passionate about the aims and the standards of the organisation. One of the greatest antecedents of an intention to stay is content about one's job. Robbins and Judge (2007) explain that being content with one's job is a positive feeling about one's work, subsequent to an evaluation of its distinctiveness. In other words, that is the degree to which persons like or hate their jobs.

Evidence shows that content employees about their jobs are effective and commit to their employment (Cropanzano and Mitchell, 2005). Verquer, Beerh and Wagner (2003) support this evidence in that the extent to which employees and organisation's value are related brings the contentment in the employees' job which results in great commitment to the organisation. In contrast, lack of overlap between the organisation and employees' values diminishes job satisfaction and decreases the intention to stay.

Furthermore, the results showed unsatisfactory with the rewards, low levels of power and recognition. These according to Cumming and Worley (2005), are the dimensions of employee involvement. Employee involvement is the extent to which an employee contributes towards making decisions that affect his/her job, welfare and the organisational capacity. Employee involvement encourages employee's participation in achieving organisational goals effectively and enhances employee's job satisfaction. The survey of 150 executives at the largest United States of America companies by Guimaraes and Igbaria (2006), revealed that unhappiness with management ranked the second most reason for employee attrition at 23% while recognition, inadequate salary and benefits, follow with 17%, 15% and 11%, respectively (Guimaraes & Igbaria, 2006).

6.3 Intercorrelations

Intercorrelations among the variables of interest were established and are discussed below:

6.3.1 Organisational commitment

Intercorrelation results showed a significant correlation between affective commitment and normative commitment. It was also evident that there was a substantial relationship between affective commitment and continuance commitment. That is explained by Klein et al. (2009) that three variables of commitment co-exist. The individual can form any or a combination or none of the three variables. These features of the commitment vary only on the basis of their fundamental purposes and consequences. For example, an emotionally affiliated employee will remain with the company with enthusiasm and achieve its objectives. On the contrary, an individual whose skills are not transferable and have accrued benefits and thus, forced to remain with the company, may not be determined to assist the organisation beyond expectations (Klein et al., 2009).

Meyer and Herscovitch (2003) disclose the common element in the three dimensions of commitment. They indicate that common to affective, normative and continuance commitment is the emotional effect that describes the worker's rapport with the company as well as influencing

the employee's choice to remain or terminate involvement with the organisation. A worker whose values are compatible to that of the organisation stays with an organisation since he/she desires to, one whose choice to remain with the company is influenced by the cost perceived if leaving, remains for the fact that he/she needs to and that whose choice to remain is a result of moral obligation remains since he/she ought to (Meyer and Herscovitch, 2003). Rowden, (2003) found, however, that these three classifications of commitment are conceptually and empirically separable. He posits that even though there seemed to be some overlap between affective and normative commitment, both were found to be relatively independent of continuance commitment. Therefore they can be measured separately (Rowden, 2003).

6.3.2 Turnover intentions

Intercorrelation results among the dimensions of turnover intentions showed no significant correlation among them. That means any change that occurs in the intention to stay does not necessarily affect the change in the intention to leave. The dimensions of turnover intentions are interdependent to one another.

6.4 Hypotheses

6.4.1 Hypothesis 1

There is a significant relationship between organisational commitment and turnover intentions.

- **Organisational commitment dimensions and turnover intentions**

- **Affective commitment**

The results revealed a moderate significant correlation between affective commitment and intention to stay. This means that affective commitment is associated with intention to stay. That is, any change occurring in the affective commitment will cause variations in the intention to leave. As depicted from Rowden, (2003), affective commitment is an employee's expressive

affiliation with, and participation in the organisation which is built on the optimistic feelings towards the organisation. An employee whose values are similar to those of the organisation will stay with an organisation and make effort to achieve organisational goals because he/she wants to do so. An employee with no affective commitment will not be willing to exert any effort towards effective achievement of organisational goals. Such an employee easily quits his/her job.

- **Normative commitment**

The results also revealed a moderate significant correlation between normative commitment and intention to stay. This indicates that normative commitment is associated with intention to stay. That means any change occurring in the normative commitment will influence the variance in the intention to stay. Normative commitment employee feels a sense of duty to remain a member of an organisation (Rowden, 2003). An employee who is experiencing a high level of normative commitment has a feeling that they ought to stay with the organisation no matter what happens. This is the type of commitment where the employee believes it is morally acceptable to be loyal to the company and also, to work for the company to reimburse it for any form of empowerment presented to him/her by the company (Cohen, 2003).

- **Affective commitment, normative commitment and continuance commitment**

The results showed no significant correlations between affective commitment, normative commitment and continuance commitment and the intention to leave, respectively. Also, there were no substantial links between normative commitment and continuance commitment and the intention to stay, respectively. That means the variances in the respective commitment dimensions do not impact the intention to leave or to stay. With continuance commitment, research has revealed that an employee develops continuance commitment due to the fear of loss of sunk costs (friendship created, pension fund created in the years of employment, skills developed, etc.) (Riggel *et al.*, 2009). That is, sunk costs are any form of deed that would evoke a considerable loss should the individual chooses to leave the organisation. Therefore, the moment an employee becomes aware of the costs related with parting the organisation, he/she may decide

to stay with the organisation. In that way, an employee remains with the organisation because he/she needs to not because there is an enthusiasm to do so (Klein *et al.*, 2009).

6.4.2 Hypothesis 2

There is a significant difference in the levels of organisational commitment of employees varying in biographical variables (age, tenure, gender and education), respectively.

▪ Organisational commitment and gender

The results indicated a significant difference between males and females in the levels of organisational commitment. According to the gender model, family roles are mainly for women for fulfilment and identification. Hence, women are believed to be more inclined to participate towards achievement of the organisational goals. Contrarily, the job model approach regarding the relationship between commitment and gender revealed no significance difference in work attitudes of sex. That is, woman and men are alike in respect of organisational commitment. Mathieu and Zajac's (2005) study involving gender and organisational commitment of 14 metal analyses with 7420 subjects, obtained a mean correlation of 0.089. Although they have reported a weak relationship, they disclosed that gender may influence employee's thoughts towards their organisation.

▪ Affective commitment and biographical variables (age, marital status, qualification and tenure)

The results showed no significant difference in the levels of affective commitment and biographical variables, respectively. Although the hypothesis has not been substantiated in this case, the study of Suliman and Iles (2004) of managerial psychology involving 55 full time employees from managerial levels (top, middle and lower) from three industrial companies in Jordan showed a positive mean correlation of 0.32, between age and affective commitment. Similarly, Meyer and Herscovitch (2003) obtained a statistical positive mean correlation of 0.28 between age and affective commitment. However, they noted that an employee cannot conclude

that to grow old indicates that one may have a strong affective commitment. This is because the positive correlation might come from other factors. Hence, the conclusion is that age has a dependable, but moderate link with affective commitment.

Study of Mathieu and Zajac (2005) revealed a positive relationship between tenure and affective commitment by a mean correlation of 0.05. They explained that employees who have long service may decide to stay with the organisation due to familiarity with the organisational aims and that will enable them to easily achieve them. Suliman and Iles (2004) acknowledge the link between sex, age tenure, knowledge ability and affective commitment to have been premeditated however, they are of the view that the body of knowledge has not yet revealed a solid and reliable substantiation to support the link.

▪ **Normative commitment and biographical variables (age, marital status, qualification and tenure)**

The results showed no significant difference in the levels of normative commitment and biographical variables, respectively. Nevertheless, studies showed that the development of normative commitment comes from a psychological bond between an employee and the organisation (Cohen, 2003 and Rodwel, 2003). They perceive the bond as a concealed covenant rather than an open agreement between an employee and the employer. Rodwel (2003) is of the opinion that normative commitment is a combination of experiences resulting from culture and certain principles from one's family. The author postulates that these may involve different types of attitudes that individuals are to portray within the organisation. Among others, the attitudes could include the employee's feeling that they are in debt to the organisation following certain offers from the organisation (sponsored training, promotion, etc.). Subsequently, the employee reciprocates the offers through maintaining the membership with the company. In order for the bond to hold, there should be some form of exchange between the two parties (Rodwel, 2003).

▪ **Continuance commitment and biographical variables (age, marital status, qualification and tenure)**

The results showed no significant difference in the levels of continuance commitment and biographical variables, respectively. Although the hypothesis has not been confirmed in this case, age has been regarded as a positive predictor of continuance commitment for a number of reasons. These can be drawn from Riggle *et al.* (2009) argument that as workers age, the desire or chance to opt for other jobs gradually decreases thereby making the current job a priority and more attractive (Riggle *et al.*, 2009). Furthermore, they maintain that employees with many years of service (tenure) have a reason to remain with the organisation because the longer they grow, the greater history they develop with the organisation than the younger workers which leads to investment accruals that are very hard to lose. Cooper-Hamick and Viswesvaran (2005) in support of that, assert that investments are expected to accumulate and to take a certain direction over time and hence, age and tenure are very significant in predicting a particular form of investment.

6.4.3 Hypothesis 3

There is significant difference in the levels of turnover intentions (intention to stay and intention to leave) of employees varying in biographical variables (age, tenure, gender and education), respectively.

▪ Turnover intentions and gender

The results showed a significant difference in the levels of turnover intentions between males and females. Luk and Shaffer (2005) disclose that female employees gradually experience greater turnover levels than male employees, while married individuals tend to leave their jobs in lower numbers, as compared to other employees. Torka (2003) compared the turnover decision making process occurring in both married male and female employees. The author identified that turnover decision making process is reliant on the spousal conditions of employment, and comprises other household and economic considerations. Also, it is deduced that female turnover is influenced by other work factors such as, gender discrimination (Torka, 2003). This view has

been confirmed in various male dominated occupations, including but not limited to police and engineering services (Nelson and Burke, 2007).

▪ **Intention to stay and intention to leave and biographical variables (age, status, qualifications and tenure)**

The results showed no significant difference in the levels of intention to stay and intention to leave and biographical variables (age, status, qualification and tenure), respectively. However, Cooper-Hamick and Viswesvaran (2005) showed a positive relationship with age and employee's intention to leave. They argue that when people grow older, they opt to voluntarily retire from the organisation. According to Riggel *et al.* (2009), the longer one stays with the organisation, the more he/she accumulates the benefits both economical (pension accruals) and social (work acquaintances) and the reason he/she will stay with the organisation because one does not want to lose the accrued benefits. This in line with Cooper-Hamick and Viswesvaran's (2005) assertion that as workers age, the desire or chance to opt for other jobs gradually decreases thereby making the current job a priority and more attractive. Furthermore, they maintain that employees with many years of service (tenure) have strong intention to stay with the organisation because the longer they grow, the greater history they develop with the organisation than the younger workers which leads to investment accruals that are very hard to lose (Cooper-Hamick and Viswesvaran, 2005).

Further discussion is drawn from Mathieu and Zajac's (2005) study involving gender and organisational commitment of 14 metal analyses with 7420 subjects, where a mean correlation of 0.089 was obtained. Although they have reported a weak relationship, they disclosed that gender may influence employee's thoughts towards their organisation (either to stay or leave).

6.4.4 Hypothesis 4

Continuance commitment is the greatest predictor of turnover among affective commitment and normative commitment. The R Squared (0.238) indicated that 23.8% of the variance in turnover intention (intention to stay) can be explained by three predictors. The Beta values indicated that continuance commitment with Beta value of 0.145 was the most predictor of the intention to leave. Continuance commitment refers to an awareness of the costs associated with leaving the organisation. An employee whose primary link to the organisation is based on continuance commitment remains because they need to do so. Once the employee feels that the cost-profit relationship has reached the equilibrium, he/she quits the organisation (Cooper-Hamik and Viswesvaran, 2005).

6.5 Conclusion

The chapter presented a discussion of results deduced from both descriptive and inferential statistics. The results were compared and contrasted with the results of previous studies of the same natures. It has been evident that hypotheses were both supported and not supported in some cases and that has led to both consistency and inconsistency of the current and previous studies which shall guide the future research. The next chapter shall provide recommendations and conclusions on the relationship between organisational commitment and turnover intentions based on the findings of the study.

CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

The study determined the levels of organisational commitment and turnover intentions, respectively among civil engineers in the Ministry of Public Works and Transport, Lesotho. The main objective of the study was to establish the relationship between organisational commitment and turnover intentions among civil engineers in the Ministry of Public Works and Transport, Lesotho. Also, the study determined the influence of biographical variables (age, tenure, gender and education) on organisational commitment and turnover intentions, respectively, followed by the determination of which aspect of organisational commitment mostly predicts turnover intentions of civil engineers in the Ministry of Public Works and Transport, Lesotho. Thus, conclusions based on the finding will be drawn in relations to the study objectives and recommendations as well. The chapter will also delineate the way forward for the future research and general conclusion made.

7.2.1 Conclusions based on the findings

▪ Levels of organisational commitment within Roads Sector amongst the Civil Engineers

There is moderate level of affective commitment confirmed by the mean score of (M=16.7674). That means the Civil Engineers within the Roads Sector have a moderate affiliation with the aims and objectives of the organisation that will make them pursue the business of the company (Rowden, 2003). Similarly, there is a moderate level of normative commitment confirmed by the mean score of (M=16.4070). That means the Civil Engineers have moderate feelings of duty to remain as the members of the organisation (Cohen, 2003). Finally there is also moderate level of

continuance commitment confirmed by the mean score of (M= 17.8837) amongst the Civil Engineers. That means the civil engineers have developed the commitment to the company based on the cost that one may incur if decision is made to leave the company (Riggel et al., 2009).

In general it can be concluded that Civil Engineers within the Roads Sector have three co-existing levels of commitment. This is in line with the assertion by Klein *et al.* (2009) that the three variables of commitment co-exist. It means that the individuals can form any or a combination or none of the three variables.

▪ **Levels of intention to stay and the intention to leave amongst the Civil Engineers**

The results revealed slight levels of intention to stay by the mean score of (M=10.4070) and the mean score of (9.6279) with regard to intention to leave.

According to Farh, Hackett & Liang (2007), employee's choice to remain with an organisation transpires when they become passionate about the aims and the standards of the organisation. One of the greatest antecedents of an intention to stay is content about one's job. Robbins and Judge (2007) explain that being content with one's job is a positive feeling about one's work, subsequent to an evaluation of its distinctiveness. In other words, that is the degree to which persons like or hate their jobs.

▪ **The relationship between organisational commitment (affective, normative and continuance) and turnover intentions (intention to stay and intention to leave)**

There is a significant correlation at 0.01 between affective commitment and intention to stay and this can be confirmed by ($r = -0.327$; $p = 0.002$); there is no significant correlation at 0.01 level between affective and intention to leave and this can be confirmed by ($r = 0.021$; $p = 0.845$); there is significant correlation at 0.01 between normative commitment and intention to stay and this can be confirmed by ($r = -0.466$; $p = 0.000$); there is no significant correlation at 0.05 level between normative commitment and intention to leave and this can be confirmed by ($r = 0.122$;

$p=0.261$); and there is no significant correlation at 0.01 level between continuance commitment and intention to stay and this can be confirmed by ($r=0.11$; $p=0.311$).

The justification on the conclusion made in relation to the above three significant relationships is that the features of the commitment (affective, normative and continuance) vary only on the basis of their fundamental purposes and consequences. This is so in as an emotionally affiliated employee that is, one with normative commitment will remain with the company with enthusiasm and achieve its objectives because one feels an obligation to do so. Also, one with affective commitment whose values are similar to those of the organisation will stay with an organisation and make effort to achieve organisational goals because he/she wants to do so. On the contrary, an individual whose skills are not transferable and have accrued benefits and thus forced to remain with the company, may not be determinant to assist the organisation beyond expectations (Klein et al., 2009). The general conclusion therefore is that the relationship between organisational commitments exist.

▪ **The significance difference in the levels of organisational commitment of employees varying in biographical variables (age, tenure, gender and education) respectively.**

There is a significant difference in the levels of affective commitment, normative commitment and continuance commitment and gender ($t=-0.659$; $p \leq 0.05$), ($t=-3.540$; $p < 0.05$) and ($t=-4.750$; $p \leq 0.5$) respectively. The implication here means men and women are alike in respect of commitment this is the implication from the gender model. However, family model presupposes that family roles are for women for fulfilment and identification. Hence, women are believed to be more inclined to participate towards business goals (Mathieu and Zajac (2005).

There is no significant difference in the levels of affective commitment and respective biographical variables (age, status, qualification and tenure) respectively. This is confirmed by age ($F=0.775$; $p \geq 0.05$); status ($F= 1.110$; $p \geq 0.05$); qualification ($F=1.725$; $p \geq 0.05$) and tenure ($+1.462$; $p \geq 0.05$)

Suliman and Iles (2004)'s study of the impact of affective commitment on age revealed a mean correlation of 0.32. Similarly Meyer and Herscovitch (2003) obtained a substantial positive mean correlation of 0.28 between age and affective commitment. However, they noted that an employee cannot assume that to grow older implies that one may have a strong affective commitment. The reason being that the positive correlation might come from other factor.

▪ **There is no significant difference in the levels of normative commitment and respective biographical variables** (age, status, qualification and tenure) respectively. This is confirmed by age ($F= 0.975$; $p \geq 0.05$), status ($F= 0.904$; $p \geq 0.05$), qualification ($F= 1.225$; $p \geq 0.05$) and tenure ($F= 1.090$; $p > 0.05$).

Cohen (2003) is of the opinion that normative commitment development comes as a result of a psychological bond between an employee and the organisation rather than the biographical influence. Klein et al (2009) add that mental bond that influences the creation of the normative commitment is a combination of the experiences resulting from culture and certain principles from one's family. In other words, when someone is loyal it does not matter what age, how educated they are, how long they have been in the organisation but the issue here is the characteristic of being loyal that holds the membership of an individual to the company.

▪ **There is no significant difference in the levels of continuance commitment and respective biographical variables** (age, status, qualification and tenure) respectively. This is confirmed by age ($F= 0.775$; $p \geq 0.05$), status ($F= 1.110$; $p \geq 0.05$), qualification ($F= 1.725$; $p \geq 0.05$) and tenure ($F= 1.462$; $p > 0.05$).

Among factors affecting the development of continuance commitment, investment plays a very vital role. Investment in this context refers to any deed that would evoke a significant loss if an individual intends to stop his or her participation within the company (Riggle *et al.*, 2009). It means therefore that the moment an employee becomes aware that leaving for a new job means forfeiting the benefits, the employee may decide to stay with the current employer. In this case

tenure and benefits play are precursors. However, with engineers at roads sector, it means it does not matter how long they have been with the organisation and the benefits they have accumulated, they are susceptible to leave because tenure does not seem to be impacting the continuance commitment.

▪ **There is a significant difference in the levels of turnover intentions (intention to stay and intention to leave) and gender.** This is indicated by males ($t = -3.61$; $p \leq 0.05$) and females ($t = -40.7$; $p \leq 0.05$), respectively.

The above results show a significant difference in the levels of turnover intentions between males and females according to Luk and Shaffer (2005) female employees gradually experience greater turnover levels than male employees, while married individuals tend to leave their jobs in lower numbers, as compared to other employees. Torka (2003) compared the turnover decision making process occurring in both married male and female employees. The author identified that turnover decision making process is reliant on the spousal conditions of employment, and comprises other household and economic considerations. Also, it is deduced that female turnover is influenced by other work factors such as, gender discrimination (Torka, 2003). This view has been confirmed in various male dominated occupations, including but not limited to police and engineering services (Nelson and Burke, 2007).

▪ **There is no significant difference in the levels of intentions to stay and respective biographical variables** (age, status, qualification and tenure). This is indicated by age ($F = 1.077$; $p \geq 0.05$), status ($F = 0.892$; $p \geq 0.05$), qualification ($F = 0.816$; $p \geq 0.05$) and tenure ($F = 0.828$; $p > 0.05$), respectively.

▪ **There is no significant difference in the levels of intention to leave varying in** age ($F = 1.744$; $p \geq 0.05$), status ($F = .728$; $p \geq 0.05$), qualification ($F = 1.61$; $p \geq 0.05$) and tenure ($F = 0.749$; $p \geq 0.05$), respectively.

The above associations between turnover intentions (intention to stay and intention to leave) with varying biographical data showed no significant difference. However, Cooper-Hamick and

Viswesvaran (2005) showed a positive relationship with age and employee's intention to leave. They argue that when people grow older, they opt to voluntarily retire from the organisation. According to Riggel *et al.* (2009), the longer one stays with the organisation, the more he/she accumulates the benefits both economical (pension accruals) and social (work acquaintances) and the reason he/she will stay with the organisation because one does not want to lose the accrued benefits.

Cropanzano and Mitchell (2005) bring another perspective into the development of the intention to leave and intention to stay. They argue that the basis from which the intention develops is in the context of the exchange behavior between two parties that is referred to as reciprocal relationship. This relationship does not require age, marital status, qualification and tenure, rather the relationship begins with one party presenting a beneficial exchange to another. They argue that if one party interchanges, and then a succession of benefits transpires, a feeling of shared responsibility between the parties is created.

Three relationships that bring about the intention to stay and the intention to leave include; the perceived organisational support – this means when individuals values are similar to those of the organisation, they incline to pursue their stay with the company; the perceived supervisory support – this means employees consider supervisors as representatives of the organisation and accountable for guiding and appraising their performance. Hence, if an employee's effort is not recognized, the employee may be disheartened with the organisation and intends to leave; and the perceived person-job fit – this is the degree to which employees are compatible with the organisational culture. The compatibility here is assessed by the extent to which the employee's career goals are harmonious with those of the organisation. If there is no compatibility therefore the relationship cannot hold.

▪Affective commitment is the most predictor of intention to stay

The Beta values indicated that normative commitment with the Beta value of 0.383 was the most predictor of the intention to stay. As discussed earlier, affective commitment is an employee's expressive attachment to, familiarity with, and participation in the organisation which is

grounded on the optimistic feeling towards the organisation (Rowden, 2003, p.30). That means an individual with this kind of commitment has sentimental connection with the company and would want to remain with such as long as it exists.

▪ **Continuance commitment is the most predictor of intention to leave**

The Beta values indicated that normative commitment with the Beta value of 0.145 was the most predictor of the intention to stay. Commitment continuance becomes a predictor of the intention to leave in cases where employees perceives themselves as having more alternatives to other jobs, where employees perceive the extent to which their skills seem current and marketable (Klein *et al.*, 2009). Hence, that is the case with the road sector.

7.3 Recommendations based on the findings

The following recommendations are delineated to management of roads sector and the body of research at large as per the results of the study so that appropriate measures to create and sustain commitment are taken to curb staff turnover:

The study showed a substantial relationship between organisational commitment and turnover intentions in the road sector amongst civil engineers. It is therefore recommended to the management of road sector that they should appreciate the substantial relationship within the sector with regard to commitment and turnover intentions amongst civil engineers and understand its characteristics. The reason being that the relationship is very paramount to the organisation's effectiveness, efficiency and sustainability because research has shown that highly committed employees put more effort to their work and strive to achieve organisational goals. (Meyer and Herscovitch, 2003).

Moderate levels of commitment and low levels of intention to stay and intention to leave were established amongst civil engineers of the road sector. It is very important for roads sector to take note that employees commit to an organisation for different reasons. Some commit to the organisation because their values are similar to those of the organisation and therefore they want

to, some commit to the organisation because it is morally accepted to be trustworthy to the organisation and they ought to remain with it and some because they are aware of the cost associated with leaving the organisation and they stay anyway.

The study also showed substantial change in the levels of affective commitment, normative commitment and continuance commitment and gender, respectively. The current research indicates that family roles are mainly for women for fulfilment and identification. Hence, women are believed to be more inclined to participate towards achievement of the organisational goals because of their socialisation.

The study indicated that affective commitment is mostly account for the decision to stay. Past research has revealed that this type of commitment to be the most predictor of the choice to remain with and the decision to part with the organisation. It is referred to as the worker's emotional to, identification with, and involvement with the organisation. Employees with strong type of this commitment maintain their stay with organisation because they want to (Meyer and Herscovitch, 2003). It is therefore recommended that management of road sector put more emphasis and implement the interventions based on the assertion by Maxwell and Steele (2005) that work experience decides whether an employee remain or exit the company during one's involvement with the organisation. The basic features of work experiences comprise compensation, occupational reliability, employee significance, social participation

The study also showed continuance commitment as to be greatly influencing the civil engineers' decisions to exit the company. This type of commitment is referred to as an awareness of the costs associated with leaving the organisation. Employees whose primary link to organisation is based on continuance commitment remain because they need to and once the need is accomplished they quit. To manage his type of commitment, the roads sector should provide a substantial share of advancements from inside the organisation. Mostly, Cooper-Hamick and Viswesvaran (2005) maintain that the investment factors include upward mobility, gratuities, group performance bonuses, the flexi hours of leave, work-life balance programmes and retirement benefits. Therefore, if these cannot be afforded by the potential companies, the employees may certainly stay with the current employer and continue to perform their duties.

In order for the roads sector to create and maintain commitment the following general recommendations are made based on Macello's (2005) assertion that maintainable commitment to an organisation is more than the income rewarded to an employee. He indicates that people look for supportive, stimulating and gratifying work places and will readily commit to the proper workplace on an ongoing basis. It for these reasons therefore that one recommends that the roads sector should be a company that diminishes segregation of individuals and intensifies company distinctiveness. According to Payne and Huffman (2005) are the characteristics of such an organisation involve:

Social values: employee's values that are similar to those of an organisation play an important role in creating commitment. Engaging employee help programs such as counselling and team building activities to promote participation of their staff members is recommended (Payne and Huffman, 2005).

Internal job market: the roads sector must create an internal job market that shows assurance in employees' capabilities and skills. In that, it would have created a pool of workers with sense of direction and competences that improve commitment (Kristof-Brown *et al.*, 2005). To sustain this, the organisation must produce specific skill whose members will acquire to be professionals and distinctive particularly for the organisation (Payne and Huffman, 2005).

Job Satisfaction: roads sector must allow Newstrom and Davis (2007) indicate that employees who are content with their jobs commit to their organisation. That is, when workers know that they are making a change, they become happy and continually stick to that which pleases them. The difference that an employee brings into the company is influenced by acts such as, permitting employees to make use of their knowledge at work, ongoing provision of training and availability of necessary resources e.g. technology (Newstrom and Davis, 2007). Marelo (2005)

Organisational support: the employee's general perception concerning the extent to which the organisation values their contribution and cares about their wellbeing (work-life conflict, recognition programmes, and employee involvement). Thus, if the employees feel that the

organisation treats them fairly regarding their welfare and making their job meaningful, the employees will bond emotionally and feel a sense of unity with the organisation. Ultimately, the employees will incorporate organisational membership into their self-identity and commit to the organisation.

Supervisory support: the roads sector must allow supervisor to support their subordinates. According to Cropanzano and Mitchell (2005) Supervisors are accountable for guiding and appraising the performance of employees who expect regular feedback, and that the process is to be fair and constructive to surpass their plan to leave the organisation. Also, supervisors are responsible for development and opportunity for advancement for their subordinates. Opportunity for advancement provides an employee with a spectrum of upward progression with one's job and that impedes search for alternative jobs (Cropanzano and Mitchell, 2005).

Person job fit: roads sector must ensure that employees meet the requirements of the job and to be compatible with the organisation in terms of values, skills and culture in order to be committed to the organisation. The organisation can manage by providing the correct information during the recruitment and selection process so that the prospective employees can manage to apply for positions which are suitable for their qualification and that meet the requirement of the organisation. Also, the interview panel members must be qualified for the job they do to be able to select rightfully. In this regard, the prospective employees will manage to fit within the organisation and enjoy their duties (Cropanzano and Mitchell, 2005).

7.4 Limitations of the study

- Due to time and funds constraints, the study is confined to Ministry of Public Works and Transport in Lesotho and accordingly cannot be generalised to all civil engineering sectors in Lesotho.
- The study focuses only to the sector of civil engineers.

7.5 Recommendations for future research

More research is encouraged to be undertaken to a large population among civil engineering, as the study findings cannot be inferred to the whole population of civil engineering industries in Lesotho.

Also replicating the study in a different sector would provide deeper insights in the body of knowledge.

The future research is recommended to investigate the mediating effects of the perceived support from organisation, supervisor and the person-job fit as they seem very important factors to the commitment –turnover relationship.

7.6 Conclusion

The study determined the organisational commitment relationship and turnover intentions through employing scientific methods of data collection and analysis. It was through data collection and analysis that findings were made and discussed which brought the researcher to the conclusions and recommendations of the study. Indeed, the study results provided important managerial implications. They confirm moderate levels of commitment, moderate significant relationship between organisational commitment and turnover intentions. Specifically, it was revealed that affective commitment was most predictor of intention to stay and continuance commitment the most predictor of intention to leave. In order to enhance employee retention and to decrease the likelihood of turnover, allowing the prevalence of organisational support, the supervisory support and the person job fit exchange behaviours is very vital. As long the employees perceives a good fit between his values and that of the organisation, he/she is more likely to be satisfied with the job. Thus, manager should develop a favourable cooperative identity within the organisation incorporating shared values that are congruent with the employees'. The study has also incurred limitations. It was conducted only within Public Works and Transport among civil engineers and that cannot allow for inferring the findings of the study to the whole sector of civil engineers in Lesotho. Thus, future research has been encouraged on that basis.

References

- Abraham, C. & David G. (2005). The relationship between work commitment models and employee withdrawal intentions. *Journal of Managerial Psychology*, 20(2), 63-86
- Allen, N. (2003). Organizational commitment in the military: A discussion of theory and practice. *Military Psychology*, 15(3), 237-253.
- Arthur, W. Bell, S.T. Villado, A.J. & Doverspike, D. (2006). "The use of person-organization fit in employment decision making: an assessment of its criterion related validity." *Journal of Applied Psychology*, 9(4), 786-801.
- Bergman, M. (2006). The relationship between affective and normative commitment: review and research agenda. *Journal of Organizational Behavior*, 27(2), 645-663.
- Bozeman, B. & Freaney, M. (2007). "Toward a useful theory of mentoring a conceptual analysis and critique." *Administration and Society*, 39(6), 719-739.
- Bozeman, D.B. & Perrewe, P.L. (2003). The effects of item content overlap on organizational Commitment Questionnaire – turnover cognitions relationships. *Journal of Applied Psychology*, 86(2), 16-25.
- Careless, S. (2005). "Person-job fit versus person organization fit as predictors of organizational attraction and job acceptance intentions: a longitudinal study. *Journal of Occupational and Organizational Psychology*, 73(2), 411-429.
- Cascio, W.F. (2006). *Managing Human Resources: Productivity, Quality of Work Life, profits*. 7th Edition. New York: MacGraw-Hill Irwin.
- Chang, H. Chi, N., & Miao, M. (2007). Testing the relationship between three-component organizational/occupational commitment and organizational/occupational turnover intention using a non-recursive model. *Journal of Vocational Behavior*, 30(2), 450-472.
- Chen, Z. & Francesco, A. (2003). The relationship between commitment and employee performance in China. *Journal of Vocational Behavior*, 62(4), 490-510.

- Cohen, A. (2003). *Multiple Commitments at work: An integrative approach*. 3th Edition. Hillside, NJ: Lawrence Erlbaum.
- Cooper, D.R. & Shindler, P.S (2003). *Business Research Methods*. New York: McGrew- Hill.
- Cooper-Hamik, A. & Viswesvaran, C. (2005). The Construct of work Commitment: Testing an Integrative framework. *Psychological bulletin*, 13(3), 241-258.
- Coyle-Shapiro, J.A. & Morrow, P.C. (2006). Organizational and client commitment among contracted employees. *Journal of Vocational Behavior*. 68(3), 416-431.
- Cropanzano, R. & Mitchell, M.S. (2005). "Social exchange theory; an interdisciplinary review." *Journal of Management*, 31(6), 874-900.
- Cummings, T.G. & Worley, C.G. (2005). *Organization Development and Change*. 8th Edition. Cincinnati, OH: South Western College Publishing.
- Dawley, D. Houghton, J.D. Bucklew, N.S. (2010). "Perceived organizational support and turnover intention: the mediating effects of personal sacrifice and job." *The Journal of Social Psychology*, 150(3), 238-257.
- Dessler, G. (2006). *Human Resource Management*. 10th Edition. New Jersey: Prentice-Hall.
- Direnzo & Greenaus (2011). "Job search and voluntary in a boudaryless world: a control theory perspective." *Academy of Management Review*, 36(3), 567-589.
- Farh, J.I. Hackett, R.D. & Liang, J. (2007). "Individual-level culture values as moderators of perceived organization support-employee outcome relationships in Chine: comparing the effects of power distance and traditionality." *Academy of Management*, 50(3), 715-729.
- Frone, T. & Yadley, M. (2003). Consideration in organizational career advancement what really matter. *Personnel Review*, 36(2), 190-205.
- Gamble, J. & Huang, Q. (2008). "Organizational Commitment of Chinese employee in foreign investment firms." *International Journal of Human Resource Management*, 19(2), 896-915.
- Greenhaus, J.H. Callanan, G.A. & Godshalk, V.M. (2006). *Carrer Management*. 3rd Edition. United States of America: Harcourt College.

- Grobler, P.A. Warnich, S. Carrel, M.R. Elbert, N.F. & Hatfield, R.D. (2006). *Human Resource Management in South Africa*. 3rd Edition. Scarborough: Thompson Learning.
- Guimaraes, R.M. & Igbaria, N.D. (2006). Plateaued versus non-plateaued managers: career patterns, attitudes and path potential, *Academy of Management Journal*, 24(3), 566-78.
- Harris, J. & Bromiley, P. (2007). Incentive to cheat: The influence of executive compensation and firm performance on financial misrepresentation. *Organization Science*, 18(3), 350-367.
- Harrison, D., Stephens, R. & Stephenes, D. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325.
- Hoffman, B.J. & Woehr, D.J. (2006). "A quantitative review of the relationship between person-organization fit and behavioural outcomes." *Journal of Vocational Behaviour*, 68(3), 389-399.
- Huselid, P.R. (2005). Concept Redundancy in Organization Research: The case of work commitment. *Academy of Management Review*, 8(2), 486-500.
- Internet 1: Hackman, J.R & Oldham, G.R (1975). Hackman & Oldman's Job characteristics Model: Work Redesign. Accessed: 17/06/2011 from <http://www.google.co.za>.
- Ivancevich, J.M. & Matteson, T.M. (2006). *Organization Behavior and Management* 6th Edition. New York: McGraw-Hill.
- Klein, H. Becker, T. & Meyer, T. (2009). *Commitment in Organization: Accumulated wisdom and new directions*. 4th Edition. New York: Rutledge.
- Kristof-Brown, A.L. Zimmerman, R.D. & Johnson, E.C. (2005). "Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit." *Personnel psychology*, 58(2), 281-342.
- Kumar, R. (2005). *Research Methodology: a step – by – step guide for beginners*. 2th Edition. Singapore: Pearson Education.

- Loi, R. Hung-Yue, N. & Foley, S. (2006). "Linking employees' justice perceptions to organizational commitment and intention to leave: the mediating role of perceived organizational support." *Journal of Occupational Psychology*, 79(1), 101-120.
- Luk, D.M. & Shaffer, M.A. (2005). Work and family domain stressors and support: Within and cross domain influences on work-family conflict. *Journal of Occupational and Organizational Psychology*, 78(1), 489-508.
- Maertz, C.P. Griffeth, R.W. Campell, N.S. & Allen, D.G. (2007). "The effects of perceived organizational support and perceived support on employee turnover." *Journal of Organisational Behaviour*, 28(8), 1059-1075.
- Mackenzie, S., Podsakoff, P. & Jarvis, C. (2005). The Problem of measurement model misspecification in behavioral and organizational research and some recommended solutions. *Journal of Applied Psychology*, 90(5), 710-730.
- Mathieu, J. & Zajac, D. (2005). "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment." *Psychological Bulletin*, 108(2), 171-194.
- Marello, D. (2005). *Practical Research: Planning and Design*, 8th Edition. New Jersey: Pearson Prentice-Hall.
- Maxwell, G. & Steele, G. (2005). Organizational Commitment: a study of manager in hotels. *International Journal of Contemporary Hospitality Management*, 15(7) 362-369.
- Mayfield, J. & Mayfield, M. (2008). "The creative environment's influence on intent to turnover; a structural equation model and analysis." *Management Research News*, 31(1), 41-56.
- McCleese, C.S. & Eby, L.T. (2006), "Reactions to job content plateaus: Examining role ambiguity and hierarchical plateaus as moderators." *Career Development Journal*, 55(1), 64-76.
- McMahan, B. Bell, J.F. & Verick, H.L. (2006). *Applied Psychology in Personnel Management*. 4th Edition. New Jersey: Prentice-Hall.
- Meyer, J.P., Allen, N.J. & Smith, C. (2006). Social identities and commitment at work: toward an integrative model. *Journal of organizational behavior*, 27(3), 665-683.

- Meyer, J.P. & Herscovitch, L. (2003). Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11(2), 299-328.
- Ministry of Tourism, Environment and Culture Annual Report (2014): Prepared by the Principal Secretary.
- Muthuveloo, R. & Che Rose, R. (2005). Typology of organizational commitment. *American Journal of Applied Science*, 2(6), 1078-1081.
- Nelson, G. & Burke, O.P. (2007). *Human Resource Strategies: An Applied Approach*. Roseville: McGraw-Hill.
- Newstrom, J.W. & Davis, K. (2007). *Organizational Behavior: Human Behavior at work* 11th Edition. New York: McGraw-Hill.
- Ng, T. & Sorensen, K. (2008). "Toward a further understanding of the relationships between perceptions of support and work attitudes: a meta- analysis." *Group and Organization Management*, 33(3), 243-268.
- Payne, S. & Huffman, A. (2005). "A longitudinal examination of the influence of mentoring on organizational commitment and turnover," *Academy of Management Journal*, 48(1), 158-168.
- Powell, D. & Meyer, J. (2004). Side-bet theory and the component model of organizational commitment. *Journal of Vocational behavior*, 65(2), 157-177.
- Riggle, R.J. Endmondson, D.R. & Hansen, J.D. (2009). "A metal-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research." *Journal of Business Research*, 62(2), 1027-1030.
- Roads Directorate Annual Report (2014). Prepared by Chief Engineer.
- Robbins, S.P. & Judge, T.A. (2007). *Organizational Bahavior*. 12th Edition. New Jersey: Education, Inc.
- Rosser, V.J. & Townsend, B.K. (2007). Determining public 2-years College faculty's intent to leave: An empirical model. *Journal of Higher Education*, 77(1), 124-147.

- Rowden, R.W. (2003). The relationship between charismatic leadership behavior and organizational commitment. *Leadership and Organizational Development Journal*, 21(2), 30-35.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research Methods for Business Studies*. 4th Edition, Essex: Prentice Hall.
- Sekaran, U. (2003). *Research Methods for Business: A skill Building Approach*. 4th Edition, United States of America: Wiley & Sons.
- Shanock, L.R. and Eisenberger (2006). "When supervisors feel supported: relationship with subordinates perceived supervisor support, perceived organizational support performance." *Journal of Applied Psychology*, 81(3) 219-227.
- Shore, L.M. Coyle-Shapiro, J.A.M. Chen, X.P. & Tetrick, L.E. (2009). "Social exchange in work settings: content, process, and mixed model." *Management and Organizational Review*, 5(3), 289-302.
- Suliman, A. & Iles, P.A. (2004). Is Continuance beneficial to organisation? Commitment-Performance Relationship: a new look. *Journal of Management Psychology*, 15(5), 407-426.
- Swanepoel, B.J. Erasmus, B.J. Van Wyk, M.W. & Schenk, H. (2003). *South African Human Resource Management: Theory and Practice*. 4th Edition. South Africa: Juta & Co.
- Torka, N. (2003). Flexible but Committed: the relationship between contract & commitment. *PHD thesis*, Twente University Enschede.
- Verquer, M.I. Beehr, T.A. & Wagner, S.H. (2003), "A meta-analysis of relations between person-organization fit and work attitudes." *Journal of Vocation Behavior*, 63(4), 473-489.
- Wasti, S.A. (2003). Affective and continuance commitment to the organization: Test of an integrated model in the Turkish context. *Intercultural Relations*, 26(3), 525-550.

- Wasti, S.A. (2005). Commitment profiles: Combinations of organization: Test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, 26(3), 290-308.
- Watrous, K.M. Huffman, A.H. & Pritchard, R.D. (2006). "When coworkers and managers quit: The effects of turnover and shared values on performance." *Journal of Business and Psychology*, 21(1), 103-126.
- Werbel, J.D. & Demarie, S.M. (2005). Aligning Strategic Human Resource Management and Person- Environment Fit. *Human Resource Management Review*, 15(2) 247-264.
- White, P. Persad, S. & Gee, C.J. (2007). "The effects of mind-season coach turnover on team performance: The case of the National Hockey League (1989-2005)." *International Journal of Sports Scienc and Coaching*. 2(1), 143-152.
- Wickramasinghe, V. & Jayaweara, M. (2011). "Career Management Strategies among IT professionals in offshore outsourced IT Firms in Srilanka. *Journal of management Development*. 30(9), 562-580.
- Zingheim, P.K. Schuster, J.R. & Dertien, M.G. (2009). Compensation, reward and retention practices in fast growing companies. *World at Work Journal*, 18(2), 2-39.

APPENDIX 1

**UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT**

Research Project

Researcher: Rethabile Ramakhula-Mabona

Supervisor:

Research Office: Ms. P. Ximba 031-263587

CONSENT

I------(Full names of participants)

hereby confirm that I understand the contents of this documents and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

Date

UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT

Dear Respondent,

Research Project

Researcher: Rethabile Ramakhula-Mabona

Supervisor:

Research Office: Ms. P. Ximba 031-263587

I am Rethabile Ramakhula-Mabona, MCMC: HRM student in the Faculty of Management Studies, at the University of KwaZulu-Natal (UKZN). You are invited to participate in a research project entitled “The Relationship between Organisational Commitment and Turnover Intentions.” The aim of this study is to address the turnover challenge among Civil Engineers in the Ministry of Public Works and Transport by establishing how effective organisational commitment is in predicting the Civil Engineers’ intentions to stay or to leave the organisation.

Through your participation, I hope to establish employees’ intentions to stay or to leave the company. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. There will be no monetary gain from participating in this project. Confidentiality and anonymity of records identifying you as a participant will be maintained by school of Management at UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above. It should take you 20-25 minutes to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely

Investigator’s signature-----Date-----

QUESTIONNAIRE

The aim of this study is to investigate the relationship between organisational commitment and turnover intentions.

SECTION A

1. Kindly complete the details below
2. Your participation in completing this questionnaire is greatly appreciated and confidentiality will be maintained
3. Thank you for your co-operation and patience

Biographical Details

Where applicable, mark an X in the appropriate box

1. Age

- | | |
|--------------|--------------------------|
| Under 25 | <input type="checkbox"/> |
| 25 – 34 | <input type="checkbox"/> |
| 35 – 44 | <input type="checkbox"/> |
| 45 and above | <input type="checkbox"/> |

2. Gender

- | | |
|--------|--------------------------|
| Male | <input type="checkbox"/> |
| Female | <input type="checkbox"/> |

3. Highest Educational Qualification

- | | |
|--------------|--------------------------|
| Metric | <input type="checkbox"/> |
| Certificate | <input type="checkbox"/> |
| Diploma | <input type="checkbox"/> |
| Graduate | <input type="checkbox"/> |
| Postgraduate | <input type="checkbox"/> |

4. Marital Status

Never Married

Married

Divorced

Widowed

5. Number of Years in Organisation

(0-2)

(3-4)

(5-6)

(7-8)

(9+)

6. Job Category

Chief Engineer

Principal Engineer

Senior Engineer

Engineer

Assistant Engineer

SECTION B

This questionnaire is designed to enable the researcher to establish the relationship between organisational commitment and turnover intentions.

You are required to please indicate with an X the appropriate response to the following statements using the following scales:

- | | | | |
|----|-------------------|------|---|
| 1. | Strongly Disagree | (SD) | 1 |
| 2. | Disagree | (D) | 2 |
| 3. | Neutral | (N) | 3 |
| 4. | Agree | (A) | 4 |
| 5. | Strongly Agree | (SA) | 5 |

		1	2	3	4	5
	Statement	SD	D	N	A	SA
1	I would be very happy to spend the rest of my career with this organisation.					
2	I enjoy discussing my organisation with people outside it.					
3	I really feel as if this organisation's problems are my own.					
4	I do not feel like part of the family at my organisation.					
5	I do not feel emotionally attached to this organisation.					
6	I am not afraid of what might happen if I quit my job.					
7	It would be very hard for me to leave my organisation right now, even if I want to.					
8	Too much in my life would be disrupted if I decide I wanted to leave my organisation.					

9	It would be too costly for me to leave my organisation now.					
10	Staying with my organisation is a matter of necessity as much as desire.					
11	Today, I think that people move from company to company too often.					
12	I do not believe that a person must always be loyal to his or her organisation.					
13	Loyalty is important and therefore I feel a sense of moral obligation to this organisation.					
14	With an offer of a better job elsewhere I would not feel it is right to leave my organisation.					
15	I was taught to believe in the value of remaining loyal to my organisation.					
16	I intend to leave the organisation because I am unable to meet my personal goals.					
17	I am searching for an alternative job to the organisation.					
18	I think a lot about leaving the organisation as the employees are not working towards the same goal.					
19	I intend to continue working for this company even if I did not need the money.					
20	I intend to stay with the company because I have no other alternative.					
21	I intend to stay with the company and exert great effort to help the company to succeed.					

22	I intend to leave because the values of this company differ from mine.					
23	I intend to leave the company because I have a better offer elsewhere.					
24	I intent to stay with the company as I am gaining some experience.					
25	I intend to leave the company in the next few months.					

Additional comments if any

Thank you for your participation.

24 August 2011

Mrs. R Ramakhula-Mabona (207512347)
School of Management

Dear Mrs. Ramakhula-Mabona

PROTOCOL REFERENCE NUMBER: HSS/0222/09M
PROJECT TITLE: The relationship between Organisational Commitment & Turnover Intentions

In response to your application dated 22 May 2009, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....
Professor Steven Collings (Chair)
HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

cc. Supervisor – Dr. P Govender
cc. Mrs. C Haddon