



**BURNOUT, WORK ENGAGEMENT AND WORK-RELATED OUTCOMES  
IN THE RETAIL SECTOR**

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**DEDICATION**

This thesis is dedicated to my loving parents, Mitzi and Thegs Naidu, husband Nashlee Haridwal and two beautiful children, Kai and Ania. Thank you for inspiring me to be better each and every day.

## **ACKNOWLEDGEMENTS**

I would like to thank God, first and foremost, for guiding me through this journey. I have unwavering faith in your powers.

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To my friends and family, I am grateful for all your support and belief in me. You are the reason I have been able to achieve this. My beautiful babies, I have done this for you two, always aim for your dreams – with desire and will anything is possible.

## **ABSTRACT**

This study is aimed at determining if a relationship exists between the following constructs, burnout, job satisfaction, work engagement and organisational commitment. In addition to this, the study aims to establish if burnout holds predictive value for factors such as job satisfaction, work engagement and organisational commitment.

In order to achieve this objective, the researcher made use of a cross-sectional, quantitative design, this design had been chosen due to the cost efficiency nature thereof and the ability to make use of structured measuring instruments. These being the questionnaires issued to the participants.

The researcher also investigated the correlation between the above-mentioned constructs and various demographic factors, and the link to the construct of burnout in particular.

The participants of this study were senior retail sector employees from an international clothing retailer. By senior retail sector employees, the researcher means management or supervisory level.

What has been determined in this study is that a relationship does exist between the variables that were explored. This relationship will be expanded on further in the study.

## TABLE OF CONTENTS

<b>DECLARATION OF ORIGINALITY .....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>CHAPTER 1.....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.1 Background to the study.....	1
1.2 Problem statement .....	3
1.3 Objectives of the study .....	4
1.4 Chapter division .....	5
1.5 Chapter summary.....	5
<b>CHAPTER 2.....</b>	<b>7</b>
<b>LITERATURE REVIEW .....</b>	<b>7</b>
2.1 Introduction .....	7
2.2 Conceptualisation of variables.....	7
2.2.1 Burnout .....	9
2.2.2 Job satisfaction.....	11
2.2.3 Work engagement .....	14
2.2.4 Organisational commitment .....	16
2.3 Theoretical framework .....	18
2.4 Chapter summary.....	20
<b>CHAPTER 3.....</b>	<b>21</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>21</b>
3.1 Introduction .....	21
3.2 Research methodology .....	21

3.2.1 Research design .....	21
3.2.2 Sampling.....	22
3.2.3 Measuring instruments.....	23
3.4 Research procedure .....	28
3.5 Ethical considerations .....	29
3.6 Data analysis methods .....	30
3.7 Chapter summary.....	30
<b>CHAPTER 4.....</b>	<b>33</b>
<b>RESULTS .....</b>	<b>33</b>
4.1 Introduction .....	33
4.2 Psychometric properties of the measuring instruments .....	33
4.3 Oldenburg’s Burnout Inventory (OBI).....	34
4.4 Organisational Commitment questionnaire .....	37
4.5 Job satisfaction.....	42
4.6 Utrecht Work Engagement Scale .....	45
4.7 Reliability (Consistency of measurement scales).....	49
4.8 Descriptive statistics .....	51
4.9 Correlational analysis.....	52
4.10 Regression analysis .....	55
4.11 Chapter summary.....	57
<b>CHAPTER 5.....</b>	<b>58</b>
<b>DISCUSSION OF RESULTS .....</b>	<b>58</b>
5.1 Introduction .....	58
5.2 Discussion of results.....	58
5.2.1 To explore the relationship between burnout, job satisfaction, work engagement and organisational commitment.....	59
5.2.2 To determine the role of demographic factors (gender, age, marital status and highest educational qualification) on burnout.....	62
5.2.3 To establish if burnout holds predictive value for factors such as job satisfaction, work engagement and organisational commitment. ....	65
5.3 Reliability.....	65
5.4 Summary .....	66

<b>CHAPTER 6.....</b>	<b>67</b>
<b>CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>67</b>
6.1 Introduction .....	67
6.2 Conclusions .....	67
6.2.1 Conclusions in accordance with the literature .....	<b>Error! Bookmark not defined.</b>
6.2.2 Conclusions in accordance with the empirical results of the study.....	67
6.3 Limitations.....	70
6.4 Recommendations for future studies .....	71
6.5 Concluding remarks .....	71
6.6 Chapter summary.....	72
<b>LIST OF REFERENCES.....</b>	<b>73</b>
<b>APPENDICES .....</b>	<b>77</b>

## LIST OF TABLES

Table 1: Demographic characteristics of participants .....	22
Table 2: KMO and Bartlett's tests (Round 1) .....	31
Table 3: Unrotated eigenvalues and explained variance for the 16-item scale of burnout .....	32
Table 4: KMO and Bartlett's tests (Round 2) .....	33
Table 5: Unrotated eigenvalues .....	33
Table 6: Factor matrix <sup>a</sup> .....	34
Table 7: KMO and Bartlett's test (Round 1) .....	35
Table 8: Eigenvalues for organisational commitment .....	36
Table 9: KMO and Bartlett's Test (Round 1) .....	37
Table 10: Eigenvalues for affective, continuous and normative .....	37
Table 11: Factor matrix <sup>a</sup> .....	38
Table 12: KMO and Bartlett's Test (Round 1) .....	39
Table 13: Eigenvalues for job satisfaction .....	40
Table 14: KMO and Bartlett's Test (Round 2) .....	41
Table 15: Eigen values for intrinsic and extrinsic .....	41
Table 16: KMO and Bartlett's Test (Round 1) .....	42
Table 17: Eigen values for UWES vigor, dedication and absorption .....	43
Table 18: Structure matrix .....	44
Table 19: KMO and Bartlett's Test (Round 2) .....	45
Table 20: Eigen values for UWES vigor, dedication and absorption .....	45
Table 21: Factor model .....	46
Table 22: Reliability statistics .....	47
Table 23: Descriptive statistics .....	49
Table 24: Pearson correlations coefficients .....	50
Table 25: Model summary .....	52
Table 26: ANOVA <sup>a</sup> .....	52
Table 27: Pearson correlations coefficients <sup>a</sup> .....	53



## CHAPTER 1

### INTRODUCTION

#### 1.1 Background to the study

The study is set in an international clothing retailer in South Africa. The researcher had identified a potential gap that exists in the retail sector when it comes to addressing issues around employee burnout. Although it is a very common phenomenon, Garton (2017) found that one of the most challenging issues with burnout is that organisations tend to treat it as a talent management or personal issue as opposed to an organisational challenge. This sentiment is shared by the organisation in which the study was conducted.

The organisation which provides the focus for the study opened its doors in the South African market seven years ago and has continued to increase its yearly financial turnover. According to Omarjee (2017), clothing and fashion retailers are still under pressure, despite an influx of consumer interest in the first half of the year. The return on equity is down 8.3% and this reflects the pressures on consumers and the weakening economy (Omarjee, 2017).

Local fashion retailers are under pressure by large multinational organisations which have, in turn, become household names (Engelbrecht, 2017). The organisation on which the study was conducted currently has nine stores in South Africa, and is one of the first independently owned organisations in the South African market (Brands SA, 2014). These stores can be found in major cities like Durban, Cape Town, Johannesburg and Port Elizabeth.

Retention challenges are related to employee well-being (Rothausen & Henderson, 2014; Radler & Ryff 2010), which is viewed as a predictor of retention (Sears, Shi, Coberley & Pope, 2013) and impacts on business performance (Sears et al 2013). Internationally, Hay (2001) and in South Africa, Pop & Barkhuizen (2010) observed retention as a continual challenge.

Increased demand for globally recognised fashion brands, as a result of social media, has led to an influx of trendy international fashion retailers into South Africa over the past few years (Ndweni, 2015). These include Forever New (Australian), Cotton On (Australian), Zara (Spanish) and H&M (Swedish). Ndweni (2015) mentions that despite the belief that tough economic times would slow down the growth of these international brands as consumers experience increased financial pressure, these fashion retailers continue to enjoy support in South Africa. A study conducted by Deloitte (2016) has identified that South African retailers have been hit by a slowdown in China's economy, as well as slower growth in many emerging markets.

Given that the organisation used for the purpose of the study is an international one, a large sum of money is spent on the importing of goods into the country two times a week. This helps keep everything on the shelves up-to-date. However, this places increased pressure on employees to work at a fast pace to ensure that products are ready for customers in an allocated time frame. With this heavy demand of both work and the financial crisis in the country, employees feel under pressure. Furthermore, during the festive periods, opening

hours (and thus working hours) of the retail spaces run as late as 11 pm. These work demands could contribute to burnout amongst employees in the organisation.

The retailer from which the sample frame for the study was drawn does not host any seminars or counselling sessions for individuals who experience burnout. Nor does it provide any other psychological services to address occupational stress that employees may encounter in the workplace. However, other retailers do offer programmes such as ICAS (Independent Counselling and Advisory Service) which is an employee well-being organisation catering to the needs of the individual. Furthermore, the retailer provides no services to ensure overall job satisfaction of employees nor does it provide for mechanisms such as scheduled meetings and monitoring to determine the level of employee satisfaction.

## **1.2 Problem statement**

Retail is one of the global marketplace industries that experiences many employee retention challenges (Son, 2016). In order to identify some of the factors that contribute to this, the study will determine if a relationship exists between four variables, namely, burnout, job satisfaction, work engagement and organisational commitment.

There are many identified challenges in choosing retail as a career including, to name a few, it being commission based, working late hours, standing for hours and doing repetitive work (Kate, 2014). The implication is that employees do not envisage it as an engaging career, but merely one of transition to another profession (Rosen, 2017). In addition, employees often feel like verbal punching bags for customers surrendering in every conflict, have little or no connection between their performance and their pay, know that regardless of how

good they are, they are still utterly replaceable, have fluctuating schedules and, finally, have very limited opportunities for advancement (Hoy, 2015). All of the above contribute to burnout if it does exist in the organisation.

While this sector undoubtedly provides job opportunities to a substantial number of employees it is vital to comprehend why they do not continue within the sector. The study suggests that if employees in the retail sector are able to reach positive levels of job satisfaction, work engagement and organisational commitment, they are less likely to experience burnout and eventually leave the organisation. As mentioned earlier, high attrition rates exist in the sector. Previous research has discovered that burnout is an on-going and serious issue in the retail industry (Abott, 2017).

In addition to the three variables outlined above, the study also aimed to determine the role of demographic factors, such as gender, age, marital status and highest educational qualification on burnout.

### **1.3 Objectives of the study**

The general objective of the study was to investigate burnout, work engagement and work-related outcomes in the retail sector.

The specific objectives of the study were:

1. To explore the relationship between burnout, job satisfaction, work engagement and organisational commitment.

2. To determine the role of demographic factors (gender, age, marital status and highest educational qualification) on burnout.

3. To establish if burnout holds predictive value for factors such as job satisfaction, work engagement and organisational commitment.

#### **1.4 Chapter division**

The study is divided into the following chapters:

Chapter 1 provided the background to the study, the problem statement and objectives of the study.

Chapter 2 discusses the literature review which includes a definition and explanation of all the key concepts of the study as well as the theoretical framework.

Chapter 3 presents the research methodology which explains the sampling and statistical analysis methods utilised in the study. It also provides an explanation of each of the measuring instruments that the researcher made use of.

Chapter 4 provides the results of the study.

Chapter 5 discusses the findings of the study.

Chapter 6, the final chapter, presents the conclusions, limitations and recommendations of the study.

#### **1.5 Chapter summary**

This introductory chapter began with the background to the study in which various issues relating to the fashion retail sector were put forward. This was followed by the problem

statement and the objectives of the study. The chapter ended with an outline, by chapter, of the remainder of the thesis.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

In this chapter, an explanation is provided of the different constructs being measured, namely, burnout, organisational commitment, work engagement and job satisfaction. The chapter concludes with the theoretical framework.

#### 2.2 Conceptualisation of variables

##### 2.2.1 The retail sector

The industry in which the researcher conducts this study is the retail sector, in particular the clothing and textile industry.

As per the Economic Analysis Unit (2012, Quarterly Bulletin) :

The retail industry has grown over the past years, supported by an increase in both the supply of retail space and the number of shopping centres in the country. The industry grew by an annual average of 3 percent in the past eight years. The sample for this study is drawn from an international clothing retailer in the South African market. This retailer first came into the country eight years ago and has continued to enjoy increased success over the years. The researcher had identified a potential gap with regards to the acknowledgement of the concepts of burnout, work engagement, organizational commitment and job satisfaction.

In 2013, the Clothing, textiles, Footwear and Leather (CTFL) industry accounted for approximately 14% of manufacturing employment and represented South Africa's second largest source of Tax revenue. The industry facilitates an estimated 60 to 80 000 jobs and contributes around 8% to the country's GDP,( The Business Partner,2014 ).

The country has seen a retail sector boom, due to the development of more shopping centres in both high and low income area's. This growth has been greatly influenced by the changes in economic conditions. With Gauteng sitting at 26.5 percent, they contribute the largest to the gross income overall of the retail sector. The struggle commonly faced in this sector, is high operational costs and the lack of sufficient training for skills provisions amongst employee's.

South Africa's retail industry has evolved over the years, and has been said to be one of the largest and most dynamic industries in existence today. Improved and modern infrastructure in the country has allowed for more rigorous economic activity. The retail industry has benefited through efficient distribution of goods to urban centres, townships and rural areas.

Over the years retailers have simply ripped off samples from foreign retailers to create local ranges and collections, this however is no longer a feasible practice due to the influx of international retailers into the country, (Ngubane,2015). This is in accordance with the sample frame of this study.

This is a huge amount of time in comparison to the retailer in this study, which take two weeks from design to conception to shopfloors, available to customers,(Logistics Department, 2017).

Shopping centre development has shifted from being concentrated in inner-cities to suburbs and townships.

### 2.2.2 Burnout

There have been many definitions proposed to conceptualise burnout. One of the first was by Freudenberger (1974) who defined burnout as the feeling of physical, emotional and mental exhaustion experienced as a continuing chronic condition of stress in life. According to Schaufeli (2003), burnout is a term often used to describe instances where individuals are experiencing mental exhaustion. It is evident that the common factor in these two definitions is that of mental exhaustion. Further defined, burnout is considered to be a psychological response to chronic work stress (Halbesleben & Demerouti, 2005); a state of mental weariness (Schaufeli & Bakker, 2004); and, most commonly, a syndrome of emotional exhaustion, depersonalisation and reduced personal accomplishment (Maslach & Jackson, 1981). Emotional exhaustion refers to the depletion or draining of emotional resources caused by interpersonal demands; depersonalisation refers to an impersonal and dehumanised perception of recipients, characterised by a callous, negative, and detached attitude; finally, reduced personal accomplishment is the tendency to evaluate one's work with recipients negatively (Carless, 2015). Here, the component of chronic work stress is used to describe burnout as was done by both Freudenberger (1974) and Schaufeli and Bakker (2004) above.

Maslach and her colleague, Michael Leiter (2001), defined the antithesis of burnout as engagement. Engagement is characterised by energy, involvement and efficacy, the opposites of exhaustion, cynicism and inefficacy. Xanthopoulou (2007) supports the description given by Maslach and Leiter. Maslach, Schaufeli and Leiter (2001) described the

dimensions of exhaustion, cynicism and reduced personal efficacy: Exhaustion relates to feelings of decreased emotional resources individuals possess; cynicism refers to distrust in the workplace; while reduced professional efficacy can be described as feelings of incompetency which an individual possesses.

Bakker and Demerouti (2007) and Maslach, Schaufeli and Leiter (2001) refer to burnout as a psychological syndrome that may emerge when employees are exposed to a stressful working environment, with high job demands and low resources. Possible factors of burnout can be categorised according to an individual's personality traits, their work-related attitudes and work/organisational characteristics. Researchers such as Louw (2014) have deduced three personality traits that possibly contribute to burnout. These include Type A personalities who exhibit coping styles such as escape-avoidance, problem-solving and confrontation and, in addition to these, the "Big Five", namely, neuroticism, extroversion, openness to experience, agreeableness and conscientiousness.

For the purpose of the study, the researcher has made use of the Oldenburg Burnout Inventory developed by Demerouti (1999). This questionnaire's conceptualisation of burnout encompasses two dimensions of the construct – exhaustion and disengagement (Demerouti, 1999). Exhaustion can be described as occurring because of increased exposure to particular job demands and is the result of intensive physical, affective and cognitive strain (Demerouti, Bakker & Mostert, 2010). Disengagement is when an employee tends to distance themselves from their organisation and develops negative attitudes about their jobs together with their work tasks.

As mentioned above, the researcher has conceptualised burnout as defined by Deumerouti and the psychometric instrument used to measure this is the Oldenburg Burnout Inventory. It is evident given the literature reviewed above and previous studies conducted, that burnout is viewed and conceptualised differently by researchers. There is, however, a similar underlying message, namely, the feelings of negativity towards one's work due to taking on strain or a stressful working environment.

### **2.2.2 Job satisfaction**

Hirschfield (2000) defined job satisfaction as the extent to which people like their jobs. It can also be described as an affective or emotional reaction to the job as a result of the incumbent's comparison of actual outcomes with the required outcomes (Cranny, Smith, Stone & Hirschfield, 2000). According to Henne and Locke (1985), job satisfaction is an emotional response to a value judgment by an individual worker. Further, Locke (1976) defined job satisfaction as a positive or pleasurable emotional state derived from the appraisal of one's job or experience. What this suggests is that an employee forms his or her attitude towards their job taking into account their feelings, beliefs and behaviours (Robbins, 2005; Akehurst, Comeche, & Galindo, 2009). Job satisfaction is also related to the enjoyment, fulfilment and gratification that the employee derives from their work and is not only related to how much money or benefits he or she has as a result of their job (Asegid, Belachew & Yimam, 2014).

It is pointed out that in order for an organisation to be successful, it must continuously ensure the satisfaction of its employees and in this regard, job satisfaction is defined as "an individual's reaction to the job experience" (Berry, 1997).

Hulin and Judge (2003), in a more recent definition of job satisfaction, have noted that it includes multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (emotional), and behavioural components. Job satisfaction is also mediated by other contributing factors such as stress in the workplace, stress at home, working conditions and employee well-being. Job satisfaction can also be defined as a resource that individuals can draw from, as it may serve as a buffer against negative influences in the workplace, such as burnout (Van Saane, Sluiter, Verbeek & Frings-Dresen, 2003).

According to Phillips and Connell (2003), job satisfaction can be referred to as "the degrees to which employees are content with the job that they perform." They explained that job satisfaction comprises five factors, namely, satisfaction with the work itself, salary, opportunity for promotion, supervision, and relationship with colleagues.

Herzberg (1959) developed a two-dimensional paradigm of factors affecting people's attitudes about work. He deduced that factors such as company policy, supervision, interpersonal relations, working conditions, and salary are hygiene factors rather than motivators. According to Herzberg, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction. Contrary to the above-mentioned, he determined that the motivators were elements that enriched a

person's job. He found five factors, in particular, were strong determiners of job satisfaction, namely, achievement, recognition, the work itself, responsibility, and advancement and these motivators (satisfiers) were associated with long-term positive effects on job performance. The hygiene factors (dissatisfiers), however, consistently produced only short-term changes in job attitudes and performance, which quickly fell back to their previous level.

Madura (2006) elaborated that Herzberg's study suggested that hygiene factors such as working conditions and salary must be sufficient in order to prevent employees from being dissatisfied with their job. In other words, hygiene factors are important in preventing job dissatisfaction among employees (Mukherjee, 2009; Pattanayak, 2005). However, these factors might not necessarily become the contributing factors towards job satisfaction. What this means, is that when employees have adequate work conditions and ample salaries, their feelings of dissatisfaction towards their job can be prevented. But it is not definite that these factors will increase the level of job satisfaction among the employees (Madura, 2006). Fallon and Zgodzinski (2008) added that the hygiene factors might not have a significant impact on improving performance, but if these factors are not fulfilled, the performance of the employees will deteriorate.

Job satisfaction is an interesting subject not only to employees, but also researchers. Managers and employers who recognise their workers' job satisfaction levels would make all the arrangements needed to create a more dynamic work environment (Tutuncu & Kozak, 2007). Consequentially, job satisfaction is an important component in ensuring the success of an organisation.

Ogresta, Rusac and Zorec (2008) cite research which examined the relationship between burnout and job satisfaction from two perspectives, these being the perspective of causes and the perspective of consequences and their effect on the employees' attitudes, mental and physical health, productivity, absence from work, fluctuation as well as other different forms of work behaviour.

As seen in the definitions and research reported above, it is evident that many researchers share the view that an underlying factor in job satisfaction is the employee and how content they are in the work that they perform.

### **2.2.3 Work engagement**

Kahn (1990: 694) was the first scholar to define "personal engagement" as the "... harnessing of organization members selves to their work roles; in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances." According to Kahn (1990), engaged employees tend to display cognitive, physical and emotional components when they apply themselves to their work roles. Employees need to have physical, emotional and psychological resources in order to complete their work and also identify with it.

Maslach and Leiter (1997) assume that a continuum exists with burnout and engagement as two opposite poles. A second school of thought operationalises engagement in its own right as the positive antithesis of burnout. According to this approach, work engagement is

defined as a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication by being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002).

As measured by the Utrecht Work Engagement Scale (UWES), work engagement shares common factors with organisational commitment, workaholics and job involvement. However, they are also easily differentiated constructs. Engaged workers display lower levels of burnout and enjoy a better sense of both mental and physical health. They also display higher levels of extraversion. Burnout and work engagement can have a reciprocal cross-lagged effect on each other and it can be deduced that these constructs have incremental effects over each other (Maricutoiu, 2017).

Bakker (2009) found that engaged employees are highly energetic, self-efficacious individuals who exercise influence over events that affect their lives. Because of their positive attitude and activity level, engaged employees create their own positive feedback in terms of appreciation, recognition, and success. Although engaged employees do feel tired after a long workday, they describe their tiredness as a rather pleasant state because it is associated with positive accomplishments. Finally, engaged employees enjoy other activities outside work. Unlike workaholics, engaged employees do not work hard because of a strong

and irresistible inner drive, but because for them working is fun (Gorgievski, Bakker & Schaufeli, 2010).

A study conducted by Beukes & Botha (2013) found that work engagement and organisational commitment had a positive correlation, which indicates that as one increases, so will the other. This is indicative of the fact that the more committed the employee is, the more engaged they are with their work.

#### **2.2.4 Organisational commitment**

Organisational commitment is described by Meyer and Allen (1991: 67) as “the emotional attachment to, identification with, and involvement in, the organization.” Elizur, Kantor, Yaniv and Sagie (1996) note that there are two types of commitment. The first is a moral commitment which can be described as an attachment or loyalty. The second is a calculative commitment, which can be described as the potential benefit that a person would gain by being committed.

Organisational commitment is characterised by employees’ acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller & Lee, 2001). Miller (2003) also remarks that organisational commitment refers to a state in which an employee identifies with a particular organisation as well as its goals, and wishes to maintain membership in the organisation.

The concept of organisational commitment has grown in popularity in the literature on industrial and organisational psychology (Cohen, 2003). Early studies on organisational commitment viewed the concept as a single dimension, based on an attitudinal perspective and embracing identification, involvement and loyalty (Porter, Steers, Mowday & Boulian, 1974). According to Porter et al (1974), an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organisation. Generally, employees who are committed to their organisation usually feel a connection with their organisation, feel that they fit in, and feel that they understand the goals of the organisation (Yousef, 2017). Shahnawaz and Jafri (2009) claim that organisational commitment refers to the nature of the employee's attachment to their organisation. Porter et al (1974: 604) further describe organisational commitment as "an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf."

Meyer and Allen's (1991) three-component model of commitment (affective, continuance and normative commitment) was created to suggest that there are three different components that correspond with different psychological states. Meyer and Allen created this three-component model for two reasons: firstly, it was to aid in the interpretation of existing research and, secondly, it was to serve as a framework for future research. Affective commitment refers to the employee's emotional attachment to, identification with, as well as their involvement in, the organisation. Continuance commitment is the commitment based on the benefits of staying with the organisation versus the costs that are associated

with leaving that organisation. Finally, normative commitment refers to an employee's feeling of obligation to remain with the organisation (Meyer & Allen, 1991).

For the purpose of the study, organisational commitment was defined as the "psychological bond that individuals have towards their organisation which is characterised by a strong identification with the organisation and a desire to contribute towards the attainment of organisational goals." This definition is linked to Meyer and Allen's affective commitment component (Meyer & Allen, 1991). This, in turn, corresponds with the questionnaire used for the study.

Organisational commitment can vary from low to moderate to high and each variation has consequences for the organisation:

- Low organisational commitment can result in absenteeism, tardiness, high workforce turnover and poor work quality.
- Moderate organisational commitment can result in less absenteeism and tardiness, lower workforce turnover and better quality of work. In addition to this, increased levels of job satisfaction are experienced.
- High organisational commitment has the potential for higher productivity. However, such commitment is sometimes accompanied by a lack of critical/ethical reviews of employees' behaviour and by reduced flexibility from the organisation (Chang, 2014).

### **2.3 Theoretical framework**

For the purpose of the study, the researcher has utilised the Self-determination theory by Deci and Ryan (1991), which is essentially a theory of well-being and motivation. The immediate environment is a determinant of whether an individual's innate tendencies in terms of vitality, together with personal growth, are satisfied or not (Deci & Ryan, 1991).

"Self-determination theory begins by embracing the assumption that all individuals have natural, innate, and constructive tendencies to develop an even more elaborated and unified sense of self. That is, we assume people have a primary propensity to forge interconnections among aspects of their own psyches as well as with other individuals and groups in their social worlds" (Deci & Ryan, 2002: 570). If these universal needs, namely, competence, relatedness and autonomy are met, the theory argues that people will function and grow optimally. To actualise their inherent potential, the social environment needs to nurture these needs.

The Self-determination theory is primarily concerned with motivation and, more importantly, its propositions also focus on how social and cultural factors facilitate or undermine people's sense of volition and initiative, in addition to their well-being and the quality of their performance. This can be defined as the satisfaction of different psychological needs, such as relatedness, autonomy and competence (Deci & Ryan, 2000) and can thus relate back to overall job satisfaction in the organisational context. One of the critical factors of the Self-determination theory is the degree to which individuals satisfy their psychological needs and, in so doing, their behaviour is self-determined. It can be deduced that a result of self-determination in the organisational context will be job satisfaction.

According to Deci (2000), giving people extrinsic rewards for already intrinsically motivated behaviour can undermine autonomy. As the behaviour becomes increasingly controlled by external rewards, people begin to feel less in control of their own behaviour and intrinsic motivation is diminished. Deci (2000) also suggests that offering unexpected positive encouragement and feedback on a person's performance on a task can increase intrinsic motivation, for the simple fact that people thrive on feedback from superiors.

In keeping with these principles, the researcher has inferred that as the Self-determination theory is about well-being and motivation, these concepts are critical when trying to understand burnout, job satisfaction, work engagement and organisational commitment. If an individual's universal needs are met in their workplace, they could possibly alleviate the occurrence of the above-mentioned constructs. As the Self-determination theory suggests, the individual's behaviour is ultimately determined primarily from within themselves. Therefore, they are responsible for the development of burnout, job satisfaction, work engagement and organisational commitment, and how they deal with them.

## **2.4 Chapter summary**

This chapter has defined and discussed burnout, job satisfaction, work engagement and organisational commitment. It has also provided the theoretical framework of the study, namely, the Self-determination theory.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides an explanation of the research design used to attain information on the topic in question. The sampling method, the characteristics of the participants, and the methods and the measuring instruments that were used to collect the data are presented and discussed. Finally, the methods used for the statistical analysis are outlined, followed by the ethical considerations related to the study.

#### **3.2 Research methodology**

##### **3.2.1 Research design**

The research conducted was done by using a cross-sectional, quantitative research design. A cross-sectional research design involves examining people who are different in terms of one key characteristic at one specific point in time. The data is collected at the same time from people who are similar in other characteristics but different in a key factor of research (Cherry, 2018). This was employed in the study due to the sample units sharing the common characteristic of working in the same organisation but differing in terms of various demographic factors. The cross-sectional survey design is also used to collect data on a population in order to make inferences about that population during a specified period (Bryman, 2006). One of the advantages of cross-sectional studies is that since data is

collected all at once, it is less likely that participants will abandon the study before data is fully collected (Gaille, 2018).

This type of research design was chosen by the researcher due essentially to it being inexpensive and to make use of the structured measuring instruments (see below) that were used. In addition to this, all the questionnaires were administered at the same time, which helped to alleviate participant drop-out before completion.

### **3.2.2 Sampling**

Employees from one international clothing retailer, that operates in the South African market was sampled. The initial sample size proposed was 200 employees. However, due to participant drop-out, this was reduced to 141 participants. The researcher made use of non-probability sampling. This is a technique in which a sample is gathered via a process that does not give all the individuals in the population an equal chance of being selected. This was due to the researcher having a specific group of individuals in the organisation from whom she wanted to determine if burnout exists and what the contributing factors were. Such sampling is also used to determine if a particular trait exists in the population.

The type of nonprobability sampling employed was judgmental sampling. With this type of sampling technique, the selection of the sample is done according to the judgement of the researcher and is based on the needs or purposes of the study (Etikan, 2017). This type of sampling was adopted due to the fact that identifying a relationship between variables was the purpose of the study (Neuman, 2006).

For the purpose of the study, the participants were all senior retail sector employees. Senior retail sector employees are those who perform managerial or supervisory roles within the organisation.

### **3.2.3 Measuring instruments**

Five instruments were used in the study. The first was a questionnaire compiled to obtain demographic information from the participants. The remaining four questionnaires were as follows: the Oldenburg Burnout Inventory (OBI) (Demerouti & Bakker, 1999) (*see Appendix 5*), the Minnesota Job Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England and Lofquist, 1967) (*see Appendix 7*), the Organisational Commitment Questionnaire (OCQ) (Schaufeli & Bakker, 2003) (*see Appendix 6*) and the Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2003) (*see Appendix 8*). These instruments were used to collect data to determine if a relationship exists between burnout, job satisfaction, work engagement and organisational commitment, also to determine the relationship is significant enough to make a conclusion. In addition to this, whether demographic factors play a role in determining burnout or not.

Each instrument is briefly discussed below. The findings relating to the demographic questionnaire are provided in Table 1 while those relating to the remaining instruments are provided in Chapter 4 which follows.

### 3.2.3.1 Demographic questionnaire

As noted above, information about the participants was gathered using the demographic questionnaire compiled (see Appendix 4). This questionnaire contained questions regarding the personal characteristics of the participants, namely, their gender, marital status, years worked in the organisation and highest qualification.

**Table 1: Demographic characteristics of participants**

<b>Characteristics</b>	<b>N</b>	<b>%</b>
<b>Gender</b>		
Male	63	46.3%
Female	73	53.7%
<b>Age group</b>		
<25	54	38.8%
26-35	55	39.6%
36-45	18	12.9%
+46	9	6.5%
<b>Marital status</b>		
Single	70	50.4%
Married	56	40.3%
Divorced	7	5%
Widowed	3	2.2%
<b>Years working in organisation</b>		
<2 years	55	39.6%
3-5 years	53	38.1%
+6 years	29	20.9%
<b>Highest level of qualification</b>		
Matric	51	36.7%
Diploma	62	44.6%
Undergraduate	13	9.4%
Postgraduate	10	7.2%

The ratio of males to females is approximately 1:1 (46.3 %: 53.7 %). This shows that the organisation employs a similar number of males and females. The highest age group category is 26-35 years old at 39.6 %. When the category of under 25 at 38.8% is included, it shows that the majority of employees in the organisation are fairly young. Fifty percent of the sample was single and 39.6 % had been working in the organisation for less than two years. This implies that a majority of respondents had been in employ for a while and this is also a useful fact as it indicates responses from experienced workers. Of the participants, 44.6% have a diploma and 16.6% have a degree or higher. This is a useful statistic as it indicates that a fair proportion of the respondents have a higher qualification which in turn suggests that the responses gathered were from informed (learned) sources.

#### *3.2.3.2 Oldenburg Burnout Inventory (OBI)*

This measure was developed by Deumerouti (1990) and consists of 16 items measured on a four-point Likert scale, namely, 1 = Strongly agree, 2 = Agree, 3 = Disagree, 4 = Strongly disagree. The OBI measures burnout on two dimensions: exhaustion and disengagement. Exhaustion is defined as a consequence of intensive physical, affective and cognitive strain that is a long-term consequence of exposure to job demands. Disengagement, on the other hand, is defined as the distancing of an individual from their work (Demerouti et al, 2010). An example from Deumerouti of the exhaustion subscale is *“After my work, I usually feel worn out and weary.”* An item reflecting disengagement is *“Over time, one can become disconnected from this type of work.”*

According to a study conducted by Khan (2016), a Cronbach alpha of 0.83 was found, deeming it valid for use in the South African context.

### 3.2.3.3 Minnesota Job Satisfaction Questionnaire (MSQ)

By utilising the MSQ developed by Weiss et al (1967), job satisfaction was measured. This questionnaire is a widely used method for measuring job satisfaction. The MSQ was one of the outputs from the “Work Adjustment Project” at the University of Minnesota. The underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al, 1967).

This instrument comprises 20 items on a five-point Likert scale ranging from Very satisfied to Very dissatisfied. According to Moorman (1993), who factor analysed the MSQ, two factors have been identified. The first assesses satisfaction with intrinsic aspects of the job while the second assesses satisfaction with the extrinsic aspects. An example of an intrinsic component of job satisfaction is “*Being able to keep busy all the time.*” An example of an extrinsic component is “*The way my boss handles his/her workers*”.

The Cronbach alpha of the full MSQ was reported to be 0.96 in a South African study conducted by Rothmann, Scholtz, Fourie and Rothmann (2000). In a further South African study conducted by Buitendach and Rothmann (2009), the Cronbach alpha for the intrinsic job satisfaction scale on the MSQ was found to be 0.79, and that for the extrinsic job satisfaction was 0.82.

#### 3.2.4.4 Utrecht Work Engagement Scale (UWES)

The UWES developed by Schaufeli & Bakker (2003) includes items for the assessment of the three engagement dimensions included in Schaufeli et al's (2002) definition, namely, vigor, dedication and absorption. The UWES is a popular instrument for assessing the level of work engagement. In the past, it has yielded valid and reliable results in different work settings across many countries. For example, Fong and Ng (2011: 14) found it to be a reliable and valid tool for assessing work engagement among Chinese employees. Similarly, Goliath and Roodt (2011) determined its validity and reliability among South Africans and Balducci et al (2012) found it to be reliable and valid in Italy.

The UWES is subdivided into three subscales:

Vigor, an example being, *"At my work, I feel bursting with energy."*

Dedication, an example being, *"I am enthusiastic about my job."*

Absorption, an example being, *"Time flies when I am working."*

Naude and Rothmann (2004) extracted a one-factor model making use of exploratory factor analysis, namely, Vigor/Dedication resulting in a Cronbach alpha of 0.83.

#### 3.2.4.5 Organisational Commitment Questionnaire (OCQ)

The OCQ is a measure that was initially developed by Allen and Meyer (1991) to measure commitment within an organisation. The measure was created with commitment "being a generally affective reaction to the organisation rather than specifically to the work." This

measure has repeatedly proven to be reliable and valid and has been used successfully with high reliability in over 35 studies in organisational behaviour.

The OCQ is separated into affective, continuous and normative categories.

Affective commitment reflects the commitment that is based on the emotional ties the employee develops with the organisation primarily due to positive work experiences.

Continuous commitment reflects the commitment that is based on a perceived obligation towards the organisation.

Normative commitment reflects the commitment that is based on the perceived costs, both social and economic, of leaving the organisation (Jaros, 2007).

The reliability of the OCQ is well documented with Cronbach alpha values lying between 0.82 and 0.93 (Mowday et al, 1992), making it appropriate for use in the study.

### **3.4 Research procedure**

The researcher conducted the study in an international clothing retailer. After providing a brief explanation of what the proposed study was about, permission was granted by the organisation's management to conduct the study, on condition that it would remain anonymous in every way.

Data collection took place over a period of six months, due to some of the participants residing in various parts of the country.

Those employees that were willing to participate in the study were given the questionnaire together with a letter of consent and a brief description of the study. All participants were advised that they could return their completed questionnaires via email, post or courier service, whichever was the most feasible for them.

### **3.5 Ethical considerations**

All ethical issues pertaining to the study were alleviated by providing participants with informed consent forms (*see Appendix 1*). It was not necessary for the participants to fill in their names or any identifying information, either about themselves or the organisation, on the questionnaires.

Participants were, throughout the study, referred to only as the employee. In addition, the participants were informed that their participation was completely voluntary, that they were under no obligation to participate in the study and were free to stop participating at any stage.

A copy of the completed thesis was handed to the organisation and it is welcome to use the findings and recommendations therein to implement workshops or programmes should it wish to do so.

Data collected has been stored for a period of five years in a lockup draw in the Faculty of Humanities on the UKZN campus.

### **3.6 Data analysis methods**

The data was analysed using SPSS (IBM Corp. Released 2013, IBM SPSS statistics for Windows, version 21.0, Armonk, NY: IBM Corp). The data was entered into SPSS by use of numbers.

Descriptive statistics were used to describe the data in terms of mean, minimum and maximum. The latter two concepts refer to the smallest and largest values or, simply put, minimum refers to having no less, whereas maximum refers to having no more. Kurtosis and skewness, which are two statistics that provide insight into the shape of the distribution, and the Cronbach alpha were also used.

Inferential statistics, such as the Pearson-moment correlation, were used to determine the relationship between variables. In addition to this, the researcher made use of the Kaiser-Meyer-Olkin (KMO) and Bartlett tests which indicate the suitability of the data for structure detection. Factor analysis was used to identify independent latent variables and utilised as the technique to reduce a large number of variables into a fewer number of factors. This was done by extracting maximum common variances from all variables and putting them into a common score, which was then used for further analysis.

### **3.7 Chapter summary**

In this chapter, the research methodology was presented. Included in the presentation was a discussion of the research design, an explanation of the sampling method and instruments used, the research procedure adopted and a consideration of the ethical issues relating to the study. The chapter ended with a description of the data analysis methods used.

Findings relating to the demographic characteristics of the participants who comprised the sample were also presented.



## **CHAPTER 4**

### **RESULTS**

#### **4.1 Introduction**

This chapter presents the findings of the study. The questionnaires were the primary tools used to collect data and were distributed to the participants of the study, namely, senior retail sector employees. The KMO and Bartlett tests as well as the factor matrix for each of the instruments used (that is, OBI, OCQ, UWES, MSQ and JS) are shown. The results of the correlations are also explained together with the predictive values. The chapter begins with an outline of the psychometric properties of the measuring instruments used.

#### **4.2 Psychometric properties of the measuring instruments**

As noted in the previous chapter, the data collected from the responses were analysed with SPSS (IBM Corp. Released 2013, IBM SPSS statistics for Windows, version 21.0, Armonk, NY: IBM Corp). The results for the quantitative data collected are presented as descriptive statistics in the form of tables and cross tabulations. Inferential techniques include the use of correlations, regression and Chi square test values which are interpreted using the p-values.

It was necessary to determine whether the scales used measured what they are theoretically intended to measure (Field, 2013; Hair, Anderson, Babin & Black, 2010; Tabachnick & Fidell, 2014). The KMO and Bartlett's tests are used to determine the

suitability of one's data for structure detection. If the factor analysis is to be useful with one's data, the KMO measure of sampling adequacy value should be greater than 0.50 and the Bartlett's test of sphericity sig. value should be less than 0.05 (Kaiser, 1974). Should the values be less than 0.50, this indicates that the results of the factor analysis will not be very useful. The researcher also referred to Kaiser's (1960) criterion in order to interpret the factor. This criterion states that only factors with eigenvalues greater than one are significant and should be retained.

### 4.3 Oldenburg's Burnout Inventory (OBI)

The OB questionnaire scores each question from 1 (low burnout) to 4 (high burnout). In statements marked [R] reverse coding was used – a negative response indicates high burnout and a positive answer indicates low burnout. The theoretical model suggests that the entire OB questionnaire is a two-factor structure, one for positive statements and the other for reverse coded statements. The results of the analysis are shown in Table 2 below.

**Table 2: KMO and Bartlett's tests (Round 1)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	642.235
	Df	120
	Sig.	.000

$\alpha$  = Cronbach's alpha coefficient; SD = Standard deviation,  
 \*, Statistical significance at  $p \leq 0.05$ ; \*\*, Statistical significance at  $p \leq 0.00$ ;  
 \*\*\*, Statistical significance at  $p \leq 0.001$ ; +  $r \geq 0.30$  – Practically significant  
 (Medium effect); ++  $r \geq 0.50$  – Practically significant relationship (Large effect)

The KMO value of 0.789 with a significant Bartlett's test ( $\chi^2_{120} = 642.235; p < 0.001$ ) indicated that it was appropriate to conduct PAF with direct oblimin across the eight items.

**Table 3: Unrotated eigenvalues and explained variance for the 16-item scale of burnout**

Factor	Total	% of Variance
1	3.831	23.942
2	3.086	19.288
3	1.402	8.764
4	1.036	6.472
5	0.928	5.798
6	0.814	5.087
7	0.736	4.601
8	0.673	4.207
9	0.611	3.817
10	0.553	3.458
11	0.491	3.070
12	0.443	2.771
13	0.414	2.587
14	0.392	2.451
15	0.330	2.065
16	0.259	1.622

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

The criteria for PAF were again met with the values indicated above.

**Table 4: KMO and Bartlett's tests (Round 2)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	284.447
	Df	28
	Sig.	.000

The researcher performed a second round due to the fact that some of the factors did not load correctly in the first round.

Table 5 below indicates the unrotated eigenvalues.

**Table 5: Unrotated eigenvalues**

Factor	Total	% of Variance
1	2.743	34.285
2	1.970	24.626
3	0.784	9.798
4	0.719	8.983
5	0.540	6.749
6	0.504	6.300
7	0.396	4.953
8	0.345	4.307

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

After this round, it was observed that the variables load along two factors, as suggested by burnout.

The factor matrix below indicates the alignment of the factors.

**Table 6: Factor matrix<sup>a</sup>**

	Factor	
	1	2
I can tolerate the pressure of my work well [R]	.585	.144
I find my work to be a positive challenge [R]	.672	.234
Usually, I can manage the amount of my work well [R]	.601	-.253
I feel more and more engaged in my work [R]	.774	.179
When I work, I usually feel energised [R]	.632	.106
It happens more and more often that I talk about my work in a negative way	-.081	.515
Over time, one can become disconnected from this type of work	-.186	.685
After my work, I usually feel worn out and weary	-.175	.720

Extraction Method: Principal Axis Factoring.

a. 2 factors extracted. 8 iterations required.

The factors aligned as per the statements with all of the remaining reverse coded statements falling under one factor and all of the positive statements under another. These factors can be renamed according to the number of factors in the OB questionnaire. That is 1 = Reverse Coded, and 2 = Positive statements.

#### 4.4 Organisational Commitment questionnaire

The OC questionnaire has a theoretical division of three factors, these being affective, continuous and normative. All of the factors were met for PAF to proceed, as illustrated in Table 7 below.

**Table 7: KMO and Bartlett's test (Round 1)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.807
Bartlett's Test of Sphericity	Approx. Chi-Square	814.336
	Df	153
	Sig.	.000

\*Level of confidence – 95%

\*Level of significance – 0.05%

The table of eigenvalues for organisational commitment is shown below.

**Table 8: Eigenvalues for organisational commitment**

Factor	Total	% of Variance
1	5.570	30.944
2	2.156	11.980
3	1.478	8.209
4	1.058	5.880
5	0.971	5.396
6	0.871	4.837
7	0.830	4.614
8	0.718	3.989
9	0.677	3.761
10	0.588	3.264
11	0.572	3.179
12	0.470	2.611
13	0.438	2.433
14	0.387	2.150
15	0.373	2.073
16	0.332	1.845
17	0.299	1.663
18	0.211	1.173

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

++ Practically significant (large effect  $> 0.50$ )

+ Practically significant (medium effect  $> 0.30$ )

## Round 2

Other statements were eliminated.

**Table 9: KMO and Bartlett's Test (Round 1)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	641.638
	Df	105
	Sig.	.000

Again, the KMO and Bartlett's criteria were met.

**Table 10: Eigenvalues for affective, continuous and normative**

The eigen values are shown below.

Factor	Total	% of Variance
1	4.819	32.126
2	2.051	13.673
3	1.240	8.266
4	1.030	6.865
5	0.924	6.158
6	0.781	5.207
7	0.683	4.554
8	0.617	4.116
9	0.576	3.841
10	0.502	3.344
11	0.442	2.947
12	0.384	2.558
13	0.349	2.325
14	0.322	2.150
15	0.281	1.870

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

++ Practically significant (large effect  $> 0.50$ )

+ Practically significant (medium effect  $> 0.30$ )

The factor matrix indicates the following.

**Table 11: Factor matrix<sup>a</sup>**

	Factor			
	1	2	3	4
I would be very happy to spend the rest of my career with this organisation	0.627	-0.314	0.134	0.056
I really feel as if this organisation's problems are my own	0.534	-0.163	0.052	-0.081
I do not feel like "part of the family" at my organisation	0.403	0.614	-0.062	0.095
I do not feel "emotionally attached" to this organisation	0.286	0.602	0.033	0.275
This organisation has a great deal of personal meaning for me	0.630	-0.351	0.012	0.093
I do not feel a strong sense of "belonging" to my organisation	0.310	0.582	-0.102	-0.124
It would be very hard for me to leave my organisation right now, even if I wanted to	0.594	-0.096	0.068	-0.223
Too much of my life would be disrupted if I decided I wanted to leave my organisation now	0.572	-0.163	-0.344	-0.126
I feel that I have too few options to consider leaving this organisation	0.599	0.009	-0.125	-0.258
If I had not already put so much of myself into this organisation, I might consider working elsewhere	0.532	0.225	-0.284	-0.234
I do not feel any obligation to remain with my current employer	0.468	0.224	0.807	-0.196
Even if it were to my advantage, I do not feel it would be right to leave my organization now	0.548	0.055	0.022	0.343
I would feel guilty if I left my organization now	0.532	0.082	-0.208	0.008
My organization deserves my loyalty	0.591	-0.262	0.079	0.146
I owe a great deal to my organization	0.638	-0.146	-0.023	0.264

Note. \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

++ Practically significant (large effect  $> 0.50$ )

+ Practically significant (medium effect  $> 0.30$ )

Although a fourth factor was created, it did not have any correlations that were significantly higher. This implies that the PAF has identified the 3-factor model for this questionnaire.

#### 4.5 Job satisfaction

The theoretical model for JS is a two-factor model that looks at intrinsic and extrinsic values.

The KMO and Bartlett's test are shown below.

**Table 12: KMO and Bartlett's Test (Round 1)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	1448.696
	Df	190
	Sig.	.000

All of the conditions were satisfied for PAF.

Table 13 below gives the eigen values in the study period.

**Table 13: Eigenvalues for job satisfaction**

Factor	Total	% of Variance
1	8.813	44.066
2	1.428	7.139
3	1.307	6.533
4	1.132	5.658
5	0.912	4.561
6	0.804	4.021
7	0.792	3.958
8	0.716	3.581
9	0.581	2.903
10	0.543	2.717
11	0.484	2.422
12	0.442	2.211
13	0.374	1.872
14	0.333	1.663
15	0.286	1.430
16	0.252	1.261
17	0.234	1.171
18	0.212	1.062
19	0.181	0.906
20	0.172	0.862

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

++ Practically significant (large effect  $> 0.50$ )

+ Practically significant (medium effect  $> 0.30$ )

**Table 14: KMO and Bartlett's Test (Round 2)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett's Test of Sphericity	Approx. Chi-Square	1316.267
	Df	153
	Sig.	.000

The statements highlighted in red were eliminated in round 2.

Table 15 below indicates the eigen values with the percentage variation explained.

**Table 15: Eigen values for intrinsic and extrinsic**

Factor	Total	% of Variance
1	8.370	46.498
2	1.338	7.431
3	1.126	6.258
4	0.926	5.142
5	0.890	4.945
6	0.820	4.556
7	0.700	3.887
8	0.583	3.241
9	0.543	3.014
10	0.462	2.569
11	0.437	2.430
12	0.355	1.970
13	0.316	1.757
14	0.260	1.444
15	0.242	1.345
16	0.231	1.285
17	0.216	1.202
18	0.185	1.026

Note. \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

#### 4.6 Utrecht Work Engagement Scale

The theoretical model has 3 sections.

Table 16 below indicates the KMO results.

**Table 16: KMO and Bartlett's Test (Round 1)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.952
Bartlett's Test of Sphericity	Approx. Chi-Square	1812.619
	Df	136
	Sig.	.000

Again, all conditions were met.

The eigen values are shown in Table 17 below.

**Table 17: Eigen values for UWES vigor, dedication and absorption**

Factor	Total	% of Variance
1	10.648	62.635
2	1.182	6.950
3	0.707	4.157
4	0.613	3.603
5	0.531	3.125
6	0.473	2.781
7	0.453	2.664
8	0.358	2.105
9	0.340	1.998
10	0.287	1.688
11	0.264	1.552
12	0.226	1.328
13	0.219	1.288
14	0.205	1.205
15	0.186	1.095
16	0.161	0.949
17	0.149	0.877

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

The factor model is shown below.

**Table 18: Structure matrix**

	Factor	
	1	2
<i>At my work, I feel bursting with energy* (VI1)</i>	<i>.640</i>	<i>-.860</i>
<i>At my job, I feel strong and vigorous (VI2)*</i>	.748	-.763
<i>When I get up in the morning, I feel like going to work (VI3)*</i>	.724	-.624
<i>I can continue working for very long periods at a time (VI4)</i>	.823	-.708
<i>At my job, I am very resilient, mentally (VI5)</i>	.815	-.600
<i>At my work I always persevere, even when things do not go well (VI6)</i>	.722	-.577
<i>I find the work that I do full of meaning and purpose (DE1)</i>	.612	-.833
<i>I am enthusiastic about my job (DE2)*</i>	.691	-.839
<i>My job inspires me (DE3)*</i>	.762	-.844
<i>I am proud on the work that I do (DE4)*</i>	.732	-.751
<i>To me, my job is challenging (DE5)</i>	.757	-.623
<i>Time flies when I'm working (AB1)</i>	<i>.600</i>	<i>-.778</i>
<i>When I am working, I forget everything else around me (AB2)</i>	.765	-.672
<i>I feel happy when I am working intensely (AB3)*</i>	<i>.720</i>	<i>-.820</i>
<i>I am immersed in my work (AB4)*</i>	.811	-.740
<i>I get carried away when I'm working (AB5)*</i>	.842	-.592
<i>It is difficult to detach myself from my job (AB6)</i>	.847	-.632

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

The statements highlighted in red were eliminated as the absolute difference in factor loadings was smaller than that of the item.

**Table 19: KMO and Bartlett's Test (Round 2)**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.951
Bartlett's Test of Sphericity	Approx. Chi-Square	1450.927
	Df	91
	Sig.	.000

In this round, the statements highlighted in red were eliminated.

The eigen values are shown below.

**Table 20: Eigen values for UWES vigor, dedication and absorption**

Factor	Total	% of Variance
1	8.980	64.141
2	0.935	6.679
3	0.650	4.641
4	0.536	3.831
5	0.448	3.202
6	0.415	2.963
7	0.372	2.657
8	0.325	2.320
9	0.310	2.216
10	0.244	1.744
11	0.227	1.623
12	0.209	1.491
13	0.181	1.289
14	0.168	1.203

Note. \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

The factor model is shown below.

**Table 21: Factor model**

	Factor
	1
At my job, I feel strong and vigorous (VI2)*	0.794
When I get up in the morning, I feel like going to work (VI3)*	0.746
I can continue working for very long periods at a time (VI4)	0.836
At my job, I am very resilient, mentally (VI5)	0.777
At my work I always persevere, even when things do not go well (VI6)	0.706
I find the work that I do full of meaning and purpose (DE1)	0.705
I am enthusiastic about my job (DE2)*	0.783
My job inspires me (DE3)*	0.843
I am proud on the work that I do (DE4)*	0.784
To me, my job is challenging (DE5)	0.761
When I am working, I forget everything else around me (AB2)	0.782
I am immersed in my work (AB4)*	0.845
I get carried away when I'm working (AB5)*	0.790
It is difficult to detach myself from my job (AB6)	0.805

The model is a 3-factor model, but elimination led to a refined single factor.

#### 4.7 Reliability (Consistency of measurement scales)

The two most important aspects of precision are reliability and validity. Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as “acceptable”.

The table below reflects the Cronbach's alpha score for all the items that constituted the questionnaire.

**Table 22: Reliability statistics**

	Number of Items	Cronbach's Alpha
OBI_R	8	0.797
OBI	8	0.788
OC1_Affective	6	0.572
Continuous	6	0.782
OC3_Normative	6	0.697
JS1_Intrinsic	12	0.899
JS5_Extrinsic	8	0.831
UWES1_Vigor	6	0.889
UWES2_Dedication	5	0.905
UWES3_Absorption	6	0.881

The reliability scores for all sections exceeded or approximated the recommended Cronbach's alpha value, with the exception of OCI affective which reported a reliability of 0.572. This indicated a degree of acceptable, consistent scoring for these sections of the research. Only the Affective domain was marginally less than the expected. Amongst the reasons for this was the interpretation of the statements that constituted this dimension.

#### 4.8 Descriptive statistics

This section presents the mean score and standard deviation, minimum and maximum scores as well as the skewness and kurtosis of the scales that were utilised in the study. The scales mean scores were examined in relation to the scales' respective midpoints. Skewness and kurtosis values were used to determine whether that data was normally distributed. Skewness makes reference to the distribution's symmetry while, on the other hand, kurtosis refers to the height of the distribution (Field, 2013; Hair et al, 2010; Tabachnick & Fidell, 2014). As seen in Table 23 below, the mean scores for all of the components are above two, which is above the scale's midpoint. This suggests that the individual's possess high levels of the psychological resources as well as its individual dimensions. The table below also demonstrates individual's scoring in order of lowest to highest – this means that individuals who are slightly more work engaged, are less likely to be burnt out. These sentiments are shared in a study conducted by Maricutoiu, Sulea & Iancu (2017), in which it was found that burnout and work engagement have a reciprocal and cross-lagged effect on each other. In the same study it was concluded that burnout and work engagement have incremental effects over each other.

**Table 23: Descriptive statistics**

	Mean	Std. Deviation	Minimum	Maximum	Skewness	Kurtosis
OBI – Positive	2.4943	0.53299	1.38	3.88	0.089	-0.034
OBI – Negative	2.6208	0.52624	1.14	3.86	-0.239	-0.068
OC – Affective	3.0567	0.59011	1.50	4.50	0.178	-0.097
OC	3.1989	0.66648	1.33	4.83	-0.182	0.334
JS – Intrinsic	3.3202	0.70658	1.67	5.00	0.310	-0.380
JS – Extrinsic	3.1716	0.72563	1.13	5.00	0.425	0.153
UWES – Vigor	3.4779	1.20168	0.33	6.00	0.291	-0.235
UWES – Dedication	3.5376	1.26981	0.80	6.00	0.260	-0.498
UWES – Absorption	3.4019	1.20947	0.67	6.00	0.299	-0.330

SD = Standard deviation,

\*, Statistical significance at  $p \leq 0.05$ ; \*\*, Statistical significance at  $p \leq 0.00$ ;

\*\*\*, Statistical significance at  $p \leq 0.001$ ; +  $r \geq 0.30$  – Practically significant

#### 4.9 Correlational analysis

Bivariate correlation was also performed on the data. The results are shown below.

**Table 24: Pearson correlations coefficients**

		OBI – Positive	OBI – Negative	OC - Affective	OC	JS	UWES
OBI – Positive	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	137					
OBI - Negative	Pearson Correlation	-.128	1				
	Sig. (2-tailed)	.137					
	N	137	137				
OC - Affective	Pearson Correlation	.137	-.069	1			
	Sig. (2-tailed)	.114	.423*+				
	N	135	135	137			
OC	Pearson Correlation	.170*	-.087	.719***	1		
	Sig. (2-tailed)	.048	.315*+	.000			
	N	135	135	137	137		
JS	Pearson Correlation	.528**	.104	.542***	.483***	1	
	Sig. (2-tailed)	.000	.228	.000	.000		
	N	135	135	137	137	137	
UWES	Pearson Correlation	.543***	.011	.378**	.405***	.750***	1
	Sig. (2-tailed)	.000	.897***	.000	.000	.000	
	N	135	135	137	137	137	137

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

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

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

++ Practically significant (large effect  $> 0.50$ )

+ Practically significant (medium effect  $> 0.30$ )

The results indicated the following patterns:

Positive values indicated a directly proportional relationship between the variables and a negative value indicated an inverse relationship. All significant relationships are indicated by a \* or \*\*. This means that significant relationships exist between some of the constructs that were being measured, namely, the relationships between OC and OBI positive and OC affective, JS and OBI positive, JS and OC affective and JS and OC. Relationships also existed between UWES and OBI positive, UWES and OC affective, UWES and OC and, finally, UWES and JS.

The above shows that these relationships were directly related proportionality.

Respondents indicated that the more positive one was in construct, the higher the intrinsic value, and vice versa. The analysis also shows that in terms of the relationship between burnout, job satisfaction, work engagement and organisational commitment there was a significant correlation (which is seen above) and a significant relationship does exist.

Job satisfaction shows a positive correlation with every component measured except OBI negative. It is also evident from the table above that, like job satisfaction, work engagement shows positive correlations with all components except that of OBI negative. Job satisfaction showed a large effect both OBI positive and OC affective.

The above is elaborated on in the discussion chapter which follows.

#### 4.10 Regression analysis

Regression analysis was used to compare job satisfaction with references to UWES, OBI - Negative, OC - Affective, OBI - Positive, OC.

The results are presented below.

**Table 25: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 <sup>a</sup>	.688	.676	.38771

a. Predictors: (Constant), UWES, OBI - Negative, OC - Affective, OBI - Positive, OC

R is the square root of R-squared and is the correlation between the observed and predicted values of the dependent variable. R-square is the proportion of variance in the dependent variable which can be explained by the independent variables. This is an overall measure of the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable. (The value is acceptable at 68.8%.)

**Table 26: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.762	5	8.552	56.896	.000 <sup>b</sup>
	Residual	19.391	129	.150		
	Total	62.152	134			

a. Dependent Variable: JS

b. Predictors: (Constant), UWES, OBI - Negative, OC - Affective, OBI - Positive, OC

ANOVA is a technique used to analyse situations in which several independent variables exist. ANOVA will subsequently tell us how these independent variables interact with one another and what the effects of these interactions are on the dependent variable.

The F-statistic is 58.896 and the associated p-value is  $p < 0.001$ . The ANOVA p-value implies that the model is significant. That is, collectively, the predictors do predict the dependent variable

**Table 27: Pearson correlations coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-.242	.316		-.766	.445
	OBI – Positive	.303	.076	.238	3.995	.000
	OBI – Negative	.200	.065	.154	3.078	.003
	OC – Affective	.362	.082	.314	4.407	.000
	OC	.041	.083	.036	.491	.624
	UWES	.281	.038	.480	7.418	.000

a. Dependent Variable: JS

*Note.* \*\*Statistical significance at  $p \leq 0.000$

\*Statistical significance at  $p \leq 0.05$ .

++ Practically significant (large effect  $> 0.50$ )

+ Practically significant (medium effect  $> 0.30$ )

Of the five dependent variables, four variables contributed significantly to the model ( $p < 0.05$ ). (The p-value for OC is  $> 0.05$ .)

T and Sig. – These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero, using an alpha of 0.05. An inspection of the non-standardised coefficients indicated that only the value for OC is close to zero. All of the others were, significantly, non-zero.

#### **4.11 Chapter summary**

This chapter presented the results of the study. The confirmatory factor analysis was reported, together with the descriptive statistics, which included the descriptive statistics together with the Cronbach alpha reliabilities for each of the measures that were reported. Also provided in this chapter were the results of the independent t-test as well as the one-way between groups analysis of variance. The findings arrived at illustrated the relationship between, burnout, job satisfaction, work engagement and organisational commitment, which are discussed in the chapter to follow. In addition to the above, this chapter also provided bivariate correlations from which it can be determined that a relationship does in fact exist between burnout, job satisfaction, work engagement and organisational commitment.

## **CHAPTER 5**

### **DISCUSSION OF RESULTS**

#### **5.1 Introduction**

This chapter comprises a comprehensive discussion of the results of the study. Findings relating to biographical data, correlation analysis, reliability statistics and the confirmatory factor analysis are discussed in the light of the literature on the topic of the study.

#### **5.2 Discussion of results**

As stated in Chapter 1, the general objective of the study was to investigate burnout, work engagement and work-related outcomes in the retail sector.

In order to achieve this, the study had three specific objectives:

1. To explore the relationship between burnout, job satisfaction, work engagement and organisational commitment.
2. To determine the role of demographic factors (gender, age, marital status and highest educational qualification) on burnout.
3. To establish if burnout holds predictive value for factors such as job satisfaction, work engagement and organisational commitment.

A confirmatory factor analysis was performed on the items of the OBI, MJS, OCQ and UWES. As a result of this, it was understood that a one-factor model best suited the data collected.

Below is a discussion of the findings of the study in line with the objectives thereof:

### **5.2.1 To explore the relationship between burnout, job satisfaction, work engagement and organisational commitment.**

Table 22 in Chapter 4 shows the Cronbach alpha score for each of the components of the study. This is essential to determine before performing any study as it is critical that they are both reliable and valid in the context for which they are to be used. A factor analysis was conducted and the loading thereof showed that there were inter-correlations between the variables. This means that a definitive relationship does exist amongst the components.

In terms of organisational commitment, it was found that the item *“One of the few negative consequences of leaving this organization would be the scarcity of available alternatives”*, scored the second highest. This is an affirmation of recent findings by the Department of Labour (2013) which highlighted the lack of job opportunities in the country. In an article published by Moleke (2014), it was reported that South Africa’s youth unemployment is the third highest in the world, after both Greece and Spain. This underscores the lack of available job opportunities mentioned above. The item *“My organization deserves my loyalty”* scored the highest on the questionnaire.

Organisational commitment affective and organisational commitment normative scored 0.605 which demonstrates that as one component increases so does the other. In

mentioning this, it becomes apparent that organisational commitment makes reference to the extent to which employees in an organisation see themselves as belonging to that organisation (Meyer, Kam, Goldenberg & Bremner, 2013).

The item on the OLB questionnaire, *“I always find new and interesting aspects of my work”*, correlated highly with *“I find my work to be a positive challenge”*. This illustrated a positive relationship between the two items. Both of these questions were reverse coded.

Table 13 shows the results of the questionnaire dealing with the employees' job satisfaction. The item *“The amount of work I get paid for the work I do”*, scored significantly differently from the other items. In two independent studies conducted by Jobart and Vacature (2012), with 33 000 and 45 000 participants respectively, similar findings were also recorded. Both studies reported that over half of the respondents were unhappy with their salary. Similarly, a study by Vermandere (2013) also found that approximately 37% of employees would change jobs due to the fact that they were unhappy with their pay.

A study conducted by Van Saane et al (2003) suggested that there was a possibility that job satisfaction served as a resource aimed at deterring the negative effects of burnout. This was confirmed in the present study. Job satisfaction has also been shown to have statistically and practically significant relationships with exhaustion and disengagement. It was furthermore evident that they have an inverse relationship. George et al (2008) also discovered that an inverse relationship exists between job satisfaction and burnout. This implies that as the employees' levels of job satisfaction increase their levels of burnout decrease. These sentiments are reiterated in the correlations table (Table 24) which shows

that on the components of burnout and job satisfaction, both intrinsic and extrinsic, a significant relationship does exist. The relationship between burnout and job satisfaction was also supported by Ogresta (2008), who found that job satisfaction is a relevant predictor of burnout.

In terms of burnout and work engagement, it is evident that their core constructs are opposite poles of two continua, these being vigor-exhaustion and dedication-cynicism, labelled as energy and identification respectively (Gonzalez-Roma, Schaufeli, Bakker & Lloret, 2006). Significant relationships can also be identified between OBI positive and UWES vigor as well as OCQ affective and UWES vigor. These relationships are validated in the literature on burnout and work engagement (Sonn, 2015). Work engagement is “characterised by a high level of energy and strong identification with one’s work” whereas burnout is characterised by the opposite, that is, “A low level of energy combined with poor identification with one’s work” (Schaufeli & Bakker, 2003: 5; Bakker, Schaufeli & Taris, 2008). Work engagement and burnout are, therefore, inseparable as well as co-dependent as they share more or less 10 to 25% of their variance and are moderately negatively related (Schaufeli & Bakker, 2004; Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002).

It has been found that burnout and job satisfaction are strongly related. However, they are fundamentally different in their separation of the work experience and, this being said, they are not on opposite poles of the continuum (Schaufeli et al, 2002; Schaufeli & Bakker, 2004; Huhtala & Parzefall, 2007; Rothmann & Joubert, 2007; Denton, Newton & Bower, 2008).

Work engagement has been defined as “a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication and absorption” (Schaufeli & Bakker, 2004: 295).

Burnout is, however, described by Maslach and Jackson (1981: 99) as “a syndrome of emotional exhaustion and cynicism that occurs frequently amongst individuals who do ‘people-work’ of some kind.”

As seen in the correlations table (Table 24), the hypothesis that a relationship between burnout and work engagement does exist is indeed confirmed, as one facet increases the other decreases. It is thus apparent through the literature and in terms of the findings of the study, that there is a relationship in existence between the constructs burnout, job satisfaction, work engagement and organisational commitment. This means that they are directly influential on each other. Thus, if an employee experiences burnout, he or she are less satisfied at work and report lower levels of job satisfaction. The same can be said for organisational commitment and work engagement.

### **5.2.2 To determine the role of demographic factors (gender, age, marital status and highest educational qualification) on burnout**

From the data gathered it can be concluded that there is seemingly no difference in the way the different age groups and genders experienced burnout. However, the following information has been ascertained from the data gathered and the literature on the topic.

### *5.2.2.1 Age*

In terms of age group, it was found that there was little or no difference in the age groups with the exception of OBI positive which scored high for the 36-45 age group, but the highest for the 46+ group albeit that this was the category with the smallest number (just eight individuals) contributing to the sample. Results contrary to this had been shown by Ramos (2016) whose findings showed that older employees, especially those in managerial positions, tended to be more resilient.

The study conducted by Rozman, Treven and Cingula (2017) found that a significant difference exists in terms of burnout amongst younger and older employees. It was found that older employees tend to be more susceptible to the development of burnout. This corresponds with the findings of the present study which identified that older employees did indeed tend to be more susceptible to burnout than younger employees.

### *5.2.2.2 Marital status*

No significant difference was reported in terms of the participants' marital status. Specifically, this means that the study did not yield any distinct differences in terms of the development of burnout amongst those individuals who were single, married, divorced or widowed.

According to a study by Omranzadeh (2014) on the effect of gender, education level and marital status on teachers' levels of burnout, a different finding was reported. It was found that the mean score of single teachers was higher than that of teachers who were married.

### *5.2.2.3 Gender*

The data has shown that males report a higher score on OB negative, that is 70.33 vs 66.02 for females. Women did, however, report a higher score on UWES absorption at 71.66 vs 62.52 for men. However, there was no significant difference between males and females.

In the study by Omranzadeh (2014) reported on above, it was found that the percentage of burnout was higher in male teachers as compared with their female counterparts. In the context of the present study, a similar finding has been reported.

### *5.2.2.4 Highest qualification*

With regard to the highest qualification attained, a significant difference is noted in the post-graduate category. The participants with a post-graduate qualification scored higher in all but three categories. The categories in which they were out-scored by undergraduates, were OC – Normative, JS – Intrinsic and UWES – Absorption.

The study of Omranzadeh (2014) mentioned above, noted that those employees with higher educational levels reported higher levels of burnout. As shown in the study by Rashkovits and Livine (2013), this may be due to fact that employees with higher educational levels tend to be more engaged in their work, in particular in terms of learning behaviors, than their less educated counterparts.

### **5.2.3 To establish if burnout holds predictive value for factors such as job satisfaction, work engagement and organisational commitment.**

From the data gathered, it cannot be conclusively stated that burnout is predicted by the factors of job satisfaction, work engagement and organisational commitment. What can be stated, as mentioned above, is that when, for example, burnout increases, job satisfaction decreases. This is due to the fact that the happier or more satisfied people are with their jobs, the less likely they are to experience burnout – they are more engaged in what they are doing and this, in turn, this alleviates the onset of burnout.

While burnout tends to be a predictor of organisational commitment, a study by Kalliath (2013) found the opposite, that is, low organisational commitment contributed to the experience of burnout. Mijakoski (2015) conducted a study which showed that job satisfaction could be negatively predicted by burnout. Simply put, this means that one can assume that if an employee is starting to experience burnout, they are more than likely experiencing lower levels of job satisfaction.

### **5.3 Reliability**

The measuring instruments utilised in the study, together with the subscales, have shown high internal consistency. The reliability of the measures was determined using the Cronbach alpha coefficients. With the exception of the subscales affective (OC) and normative (OC), all others scored above 0.70 which, according to Pallant (2011), is deemed as acceptable.

The matrix tables are preceded by a summarised table that reflects the results of the KMO and Bartlett's tests. The requirement was that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy be greater than 0.50 and Bartlett's Test of Sphericity be less than 0.05. In all instances, the conditions were satisfied which allowed for the factor analysis.

The UWES – Dedication scored the highest reliability, namely, that of 0.90.

#### **5.4 Summary**

This chapter provided a detailed discussion of the results of the study. The chapter has explained and discussed the results as they pertained to each of the three objectives that underpinned the study. The results of the study were substantiated by those drawn from the relevant literature.

## CHAPTER 6

### CONCLUSIONS AND RECOMMENDATIONS

#### 6.1 Introduction

This chapter presents the conclusions of the study as drawn from the literature and the findings. The limitations of the study are then presented, followed by the recommendations for possible further studies on the topic.

#### 6.2 Conclusions

Conclusions that can be deduced in light of the literature on the constructs of the study are outlined below. The empirical findings obtained in the study are then addressed in terms of the research objectives as outlined in Chapter 1.

##### 6.2.1 Conclusions in accordance with the empirical results of the study

As stated in Chapter 1, the general objective of the study was to investigate burnout, work engagement and work-related outcomes in the retail sector. In order to do so, three specific objectives were formulated and the conclusions relating to each are discussed below.

*6.2.2.1 Objective 1:* To explore the relationship between burnout, job satisfaction, work engagement and organisational commitment.

In terms of the literature above it was found that as an individual's level of burnout rises, their level of job satisfaction decreases.

In terms of the empirical data gathered in the study, it appears that a relationship does exist between the constructs of burnout, job satisfaction, work engagement and organisational commitment. As shown in the correlations table (Table 24), there is a relationship between each and every one of the constructs, some of which have been explained in the discussion chapter (Chapter 5).

With regards to burnout and job satisfaction, the data in Table 24 show that there is a relationship between the two constructs. The data further shows that when burnout increases, job satisfaction decreases. These factors are actually on opposite ends of the spectrum. Burnout was found to have both a statistically and practically significant relationship with job satisfaction. As mentioned above, burnout is both a determinant and mediating factor of job satisfaction.

The data also show that burnout has, seemingly, a statistical and practical relationship with organisational commitment as well. The reason for this could be the way that the employees interpreted the questions. These questions, however, did not score as highly as other components of the questionnaires. This could suggest that even if the employees are experiencing burnout, they still have levels of commitment to their organisation. Here the relationship is more between OBI positive and OC normative. This could be interpreted as organisational commitment normative being a determinant of burnout amongst the sample group of senior retail sector employees.

From the data gathered one can also elude to burnout having a relationship with work engagement. OBI positive showed a relationship on all the subscales of work engagement. This means that those questions on the OBI that were not negatively (reverse) coded correlated statistically and practically with work engagement. One can thus deduce that if the employees do not experience burnout, they are more likely to experience work engagement on all levels, namely, absorption, vigor and dedication. The study yielded results that show a definitive relationship between these work-related components.

*6.2.2.2 Objective 2:* To determine the role of demographic factors (gender, age, marital status, years of experience and highest educational qualification) on burnout.

In accordance with the data gathered, the following deductions can be made:

There was no significant difference in the way that males and females experienced burnout. However, an interesting finding was that the age group category 46 years and older showed a significant difference in the scoring on almost all of the components. The scores of this age group were higher in all categories than all the other age groups that participated in the study.

The other definitive category was that of years of experience, in which it was observed that the employees with more than six years of experience scored significantly differently from those that had fewer years of experience in the organisation.

*6.2.2.3 Objective 3:* To establish if burnout holds predictive value for factors such as job satisfaction, work engagement and organisational commitment.

Although the data did not yield burnout as a predictor of job satisfaction, work engagement or organisational commitment, this is a relationship that does in fact exist. Evidently, from the data gathered and the pertinent literature reviewed, it can be observed that if employees (in the study comprising the senior staff of an international clothing retailer) experience job satisfaction, work engagement and organisational commitment, they are less likely to develop burnout.

In order to obviate potential burnout, it will be necessary for the retailer to engage their senior employees more deliberately on the issues of job satisfaction and work engagement.

### **6.3 Limitations**

The study was conducted with a relatively small sample size (136 employees), and any future research on the topic should ideally have a bigger sample, in order to ascertain a broader range of answers. This, in turn, will make it easier to make generalisations about the population being sampled. The reason for the sample being a small and restricted one was due to the research being conducted amongst senior retail sector employees only. In the event that future researchers would like to determine burnout amongst retail sector employees at all levels, the sample should, ideally, be larger.

The fact that a cross-sectional survey method was utilised for the study made it difficult to ascertain levels of causality amongst the variables. This means that although one was able to determine if relationships existed or not, the causality of the variables could not be established.

The study also sampled individuals from one organisation only. Future research could potentially expand to other organisations to get a more concise outcome for the sector as a whole. It is important that future research samples more retail sector employees from a wide variety of organisations to understand some of the challenges faced as they may be unique to that organisation.

#### **6.4 Recommendations for future studies**

This research explored the relationship between burnout, job satisfaction, organisational commitment and work engagement. Thus far, however, there has not been much, if any, research conducted on these constructs together. There is thus a need for more research to be conducted on this topic as it is a growing industry.

In addition to this, there is also not much research done or published on the retail sector in general. It is an ever-growing sector and the need for more research in this sector is evident.

#### **6.5 Concluding remarks**

As discovered in the study, a relationship does exist between burnout, job satisfaction, work engagement and organisational commitment amongst senior retail sector employees. It is, therefore, important to understand that burnout can be alleviated through the attainment of the above-mentioned.

Finally, and in conclusion, the results of the study have provided valuable information with regards to our understanding of the four constructs, how they are, in fact, interlinked, and how job satisfaction, work engagement and organisational commitment contribute to employees' overall sense of well-being in the organisation. The results have also helped with our understanding of how increased burnout results in a depletion of the other three constructs mentioned above. Thus, in order for senior employees in the retail sector to avoid burnout, it is imperative that they are satisfied with, engaged in, and committed to, their work. They do play an integral role in the development of the economy.

## **6.6 Chapter summary**

This chapter has provided the main conclusions of the study both in terms of the literature and in terms of the empirical findings. The limitations of the study were outlined and recommendations for further studies suggested. The chapter ended with some concluding remarks.

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## APPENDICIES

### Appendix 1

#### Consent form

Date :

Dear Sir/Madam, my name is Mrs Virusha Haridwal from the School of Psychology, my contact details are as follows:

082 614 8655

[Virusha23@gmail.com](mailto:Virusha23@gmail.com)

You are being invited to consider participating in a study that involves research on Burnout in the retail sector, the aim of the study is to determine the relationship between burnout, job satisfaction, work engagement and organisational commitment. The study is expected to enrol 200 participants in total, from 3 Zara store in South Africa (Durban, Johannesburg and Cape Town). It will involve the completion of questionnaire related to the above-mentioned constructs. The duration of your participation if you choose to enrol and remain in the study is expected to be 2hrs in which you just answer the questionnaire provided.

This study poses no risks or discomforts as your involvement will remain anonymous. We hope that the study will create the following benefits to the organisation and in turn you as an employee, better understanding of burnout in the workplace and the level of the relationship between the concepts mentioned above.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Science Research Ethics Committee (approval number \_\_\_\_\_)

In the event of any problems or concerns/questions you may contact the researcher on 082 614 8655 or the UKZN Humanities & Social Science Research Ethics Committee,

Contact details

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION  
Research Office, Westville Campus

Govan Mbeki Building  
Private bag X54001  
Durban  
4000  
KZN, South Africa  
Tel : 27312604557 – Fax 27 312604609  
Email : [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

Please note that your participation in this study is completely voluntary and you are free to withdraw at any point in time with no loss or penalty towards you.

There will be no costs incurred by the participants and there will be no incentives or reimbursements for participation.

You identity will be protected as you will not be required to provide you name or any other personal information in participating in this study. The data will be stored in a locked cupboard on the UKZN Psychology campus.

### **Consent Form**

I \_\_\_\_\_ have been informed about the study entitled Burnout in the retail sector by Virusha Haridwal.

I understand the purpose and procedures of the study, I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefit that I am usually entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 082 6148655 or [virusha23@gmail.com](mailto:virusha23@gmail.com).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION  
Research Office, Westville Campus  
Govan Mbeki Building  
Private bag X54001  
Durban  
4000  
KZN, South Africa  
Tel : 27312604557 – Fax 27 312604609  
Email : [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

\_\_\_\_\_  
Signature of participant

\_\_\_\_\_  
Date

## **Appendix 2**

### **Permission to conduct study**

Zara Retail South Africa (PTY) LTD

Level 19  
Sandton City Office Tower 1  
Sandton City, Johannesburg  
2146, South Africa  
Tel: +27 11 302 1000  
Fax: +27 11 302 1099  
[www.inditex.com](http://www.inditex.com)

**INDITEX**

01 June 2016

**ETHICAL CLEARANCE**

Dear Sir/Madam

This letter serves as confirmation from Zara Retail South Africa that Virusha Haridwal, student number 216034443, may obtain data and information from members of our organization for research purposes. It has been declared that all information obtained will be made available upon request as will the research upon completion and that the anonymity of participants will be respected if so desired.

Should you require any further assistance, kindly contact me as per details given below.

Kindest Regards



Xandre Cronje  
HR

**INDITEX ZARA**

Zara Retail South Africa (Pty) Ltd  
Tel: +27113021000  
Mobile: + 27835316227  
Email: [xandreocr@inditex.com](mailto:xandreocr@inditex.com)  
[www.inditex.com](http://www.inditex.com)



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Directors: Ignacio Fernández Fernández; Javier Monteoliva Diaz; Ivan Barbera Traspuesto; Ramón Reñón Túniz; Peter Vundia

Reg. No.: 2011/000513/07

**Appendix 3**

**Ethical clearance**



6 July 2017

Ms Virusha Maridwal 216034443  
School of Applied Human Sciences-Psychology  
Howard College Campus

Dear Ms Maridwal

Protocol Reference Number: HSS/0539/017M  
Project Title: Burnout, work engagement and work related outcomes in the retail sector

**Full Approval – Expedited Application**

In response to your application received 12 May 2017, 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 discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

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

Yours faithfully

.....  
Dr Shenika Singh (Chair)  
Humanities & Social Sciences Research Ethics Committee

/pm

cc Supervisor: Professpr Johanna Buitendach & Dianne Ackermann  
cc Academic Leader Research: Dr Jean Steyn  
cc School Administrator: Ms Ayanda Ntuli

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Humanities & Social Sciences Research Ethics Committee

Dr Shenika Singh (Chair)

Wavertville Campus, Govan Mbeki Building

Postal Address: Private Bag X5-001, Durban 4050

Telephone: +27 (0) 31 290 3567/83904557; Facsimile: +27 (0) 31 283 4800; Email: [dmhapps@ukzn.ac.za](mailto:dmhapps@ukzn.ac.za) / [amyimw@ukzn.ac.za](mailto:amyimw@ukzn.ac.za) / [mbhuh@ukzn.ac.za](mailto:mbhuh@ukzn.ac.za)

Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Fourteen Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Wavertville

## Appendix 4

### Demographic Questionnaire

#### INSTRUCTIONS :

Kindly answer the following questions, by marking an 'X' in the appropriate field.

#### 1. Gender

Male \_\_\_\_\_

Female \_\_\_\_\_

#### 2. Age Group

< 25 years \_\_\_\_\_

26 – 35 years \_\_\_\_\_

36 – 45 years \_\_\_\_\_

> 46 years \_\_\_\_\_

#### 3. Marital Status

Single \_\_\_\_\_

Married \_\_\_\_\_

Widowed \_\_\_\_\_

Divorced \_\_\_\_\_

**4. Number of years working for the organisation**

< 2 year \_\_\_\_\_

3 – 5 years \_\_\_\_\_

> 6 years \_\_\_\_\_

**5. Highest level of education/qualification**

Matric certificate \_\_\_\_\_

Diploma \_\_\_\_\_

Undergraduate degree \_\_\_\_\_

Postgraduate degree \_\_\_\_\_

## Appendix 5

## OLDENBURG BURNOUT INVENTORY

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. I always find new and interesting aspects in my work.	1	2	3	4
2. There are days when I feel tired before I arrive at work.	1	2	3	4
3. It happens more and more that I talk about work in a negative way	1	2	3	4
4. After work, I tend to need more time than in the past to relax and feel better.	1	2	3	4
5. I can tolerate the pressure of my work very well.	1	2	3	4
6. Lately, I tend to think less at work and do work almost mechanically.	1	2	3	4
7. I find my work to be positive and challenging.	1	2	3	4
8. During my work, I often feel emotionally drained.	1	2	3	4
9. Over time, one can become disconnected from this type of work.	1	2	3	4
10. After working, I have enough energy for my leisure activities.	1	2	3	4
11. Sometimes I feel sickened by my work tasks	1	2	3	4

12. After my work I usually feel worn out and weary	1	2	3	4
13. This is the only type of work I can imagine myself doing	1	2	3	4
14. Usually I can imagine the amount of my work well	1	2	3	4
15. I feel more and more engaged in my work.	1	2	3	4
16. When I work, I usually feel energised.	1	2	3	4

## Appendix 6

### The Organisational Commitment Questionnaire

Instructions:

Please rate the extent to which you agree or disagree with the following statements by circling the appropriate number on the 1 to 5 point scale supplied.

1 = Strongly disagree

2 = Disagree

3 = Uncertain

4 = Agree

5 = Strongly agree

1. I would be very happy to spend the rest of my career in the organisation.	1	2	3	4	5
2. It would be very hard for me to leave the organisation right now, even if I wanted to.	1	2	3	4	5
3. I do not feel any obligation to remain with my current employer.	1	2	3	4	5
4. I really feel as if this organisation's problems are my own.	1	2	3	4	5
5. Too much of my life would be disrupted if I decided I wanted to leave my organisation right now.	1	2	3	4	5
6. Even if it were to my advantage, I do not feel it would be right to leave my organisation right now.	1	2	3	4	5
7. I do not feel like "part of the family" at my organisation.	1	2	3	4	5
8. Right now, staying with my organisation is a matter of necessity as much as desire.	1	2	3	4	5
9. I would feel guilty if I leave my organisation right now.	1	2	3	4	5
10. I do not feel "emotionally attached" to this organisation.	1	2	3	4	5
11. One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.	1	2	3	4	5
12. My organisation deserves my loyalty.	1	2	3	4	5
13. This organisation has a great deal of personal meaning for me.	1	2	3	4	5
14. I feel that I have too many options to consider leaving this organisation.	1	2	3	4	5
15. I would not leave my organisation right now because I have a sense of obligation to the people in it.	1	2	3	4	5
16. I do not feel a strong sense of belonging to my organisation.	1	2	3	4	5
17. If I had not already put so much of myself into this organisation, I might consider working elsewhere.	1	2	3	4	5
18. I owe a great deal to my organisation.	1	2	3	4	5

## Appendix 7

### Minnesota Job Satisfaction Questionnaire

#### 6 SECTION SIX

#### JOB SATISFACTION - MINNESOTA

##### INSTRUCTIONS

Please rate the extent to which you feel (dis)satisfied with the following statements by circling the appropriate number on the 1 to 5 point scale supplied.

	Very dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
1. Being able to keep busy all the time.	1	2	3	4	5
2. The chance to work alone on the job.	1	2	3	4	5
3. The chance to do different things from time to time.	1	2	3	4	5
4. The chance to be "somebody" in the community.	1	2	3	4	5
5. The way my boss handles his/her workers.	1	2	3	4	5
6. The competence of my supervisor in making decisions.	1	2	3	4	5
7. Being able to do things that don't go against my conscience.	1	2	3	4	5
8. The way my job provides for steady employment.	1	2	3	4	5
9. The chance to do things for other people.	1	2	3	4	5
10. The chances to tell people what to do.	1	2	3	4	5
11. The chance to do something that makes use of my abilities.	1	2	3	4	5
12. The way company policies are put into practice.	1	2	3	4	5
13. My pay and the amount of the work I do.	1	2	3	4	5
14. The chances for advancement on this job.	1	2	3	4	5
15. The freedom to use my own judgement.	1	2	3	4	5
16. The chance to try my own methods of doing the job.	1	2	3	4	5
17. The working conditions.	1	2	3	4	5
18. The way my co-workers get along with each other.	1	2	3	4	5
19. The praise I get for doing a good job.	1	2	3	4	5
20. The feeling of accomplishment I get from my job.	1	2	3	4	5

## Appendix 8

## Utrecht Work Engagement Scale

## 9 SECTION TEN

## UWES

## INSTRUCTIONS

The purpose of this survey is to assess how you view your job and what your reactions are to your work. The following are statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about your job. If you never had this feeling, circle a "0" (zero) next to the statement. If you had this feeling, indicate how often you feel it by circling the number (from 1-6) that best describes how frequently you feel that way.

	Never	A few times a year or less	Once a month	A few times a month	Once a week	A few times a week	Everyday
1. I am bursting with energy in my work.	0	1	2	3	4	5	6
2. I find my work full of meaning and purpose.	0	1	2	3	4	5	6
3. Time flies when I'm working.	0	1	2	3	4	5	6
4. I feel strong and vigorous in my job.	0	1	2	3	4	5	6
5. I am enthusiastic about my job.	0	1	2	3	4	5	6
6. When I am working, I forget everything else around me.	0	1	2	3	4	5	6
7. My job inspires me.	0	1	2	3	4	5	6
8. When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
9. I feel happy when I am engrossed in my work.	0	1	2	3	4	5	6
10. I am proud of the work that I do.	0	1	2	3	4	5	6
11. I am immersed in my work.	0	1	2	3	4	5	6
12. In my job, I can continue working for very long periods at a time.	0	1	2	3	4	5	6
13. To me, my work is challenging.	0	1	2	3	4	5	6
14. I get carried away by my work.	0	1	2	3	4	5	6
15. I am very resilient, mentally, in my job.	0	1	2	3	4	5	6
16. It is difficult to detach myself from my job.	0	1	2	3	4	5	6
17. I always persevere at work, even when things do not go well.	0	1	2	3	4	5	6