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**ASSESSING THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND
ORGANISATIONAL COMMITMENT IN A BANKING ENVIRONMENT IN
GHANA**

By

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Master of Commerce in Human Resource Management**

**School of Management, IT and Governance
College of Law and Management Studies**

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DECLARATION

I, **Nicholas Ashley**, declare that:

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ABSTRACT

The study assesses the relationship between employee engagement and organisational commitment in a banking environment in Ghana. This study investigates the levels of engagement and commitment, their relationships and the influence of the biographic variables (age, gender, tenure and marital status) on these key dimensions. Employee engagement includes vigour, absorption as well as dedication and organisational commitment includes affective, normative and continuance commitment. Both engagement and commitment of employees play an essential part in the financial industry as their performance is dependent on its employees who are instrumental in contributing to the decision-making of the company and in delivering services to clients.

The study employed a mixed method design where both quantitative and qualitative data was collected from the participants. The study was undertaken on a sample of 133 individuals, drawn using the simple random sampling technique from three branches of a reputable banking industry situated in Kumasi, a suburb of Ghana. Data was collected using questionnaires and interviews. The psychometric properties (validity and reliability) of the questionnaire were assessed using Factor Analysis and Cronbach's Coefficient Alpha respectively. Qualitative data was analysed using content and thematic analyses and quantitative data was analysed using both descriptive and inferential statistics.

There were moderate levels of employee engagement as well as organisational commitment. This study indicates that there are significant relationships among the sub-dimensions of employee engagement (vigour, absorption, dedication) and commitment (affective commitment, continuance commitment, normative commitment) respectively. Furthermore, employee engagement and its sub-dimensions (vigour, absorption and dedication) account for nearly one-third of the variance in organisational commitment. Therefore, employee engagement impacts on organisational commitment. Significant differences, based on the biographical profiles of employees, relating to employee engagement and organisational commitment, were noted. Based on the results of the study, recommendations are graphically presented, which when implemented have the potential to enhance levels of employee engagement and commitment.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 Introduction

The study assesses the connection between employee engagement and organisational commitment in a banking environment in Ghana. Both engagement and commitment of employees play an essential part in the financial industry. The performance of the financial industry is dependent on its employees. These workers are important because they aid in making decisions for the company and help to deliver services to clients. For an organisation to be successful in its operations, employees have to be engaged and committed in the company. The chapter will begin with the background of the study, followed by the focus of the study and the problem statement. It further outlines the research objectives and hypotheses which guide the whole research. In addition, it presents the significance of the study and culminates with the limitations and structure of the study.

1.2 Background of the study

According to Albdour and Altarawneh (2014), employee engagement and organisational commitment have turned out to be dominant areas of concern amid numerous academics and as a result, have received huge acknowledgements among scholars. Employee engagement and commitment have become buzz words in most academic research in recent times. However, Dajani (2015, p. 138) states that “there still remains an academic knowledge gap in engagement literature, which unceasingly causes the need for additional realistic investigation in this field within diverse settings and demographic sectors”.

Evidently, there have been few academic investigations conducted in the area of employee engagement (Saks, 2006), specifically in most African countries. Ghana has a developing economy where the terms and practice of engagement and organisational commitment remain under researched. There are fewer studies about the connection between employee engagement and organisational commitment in the banking industries in Ghana. If more research is undertaken in this regard, engagement and organisational commitment can possibly surface as treasured business ingredients for companies in Ghana.

Banks in Ghana place more importance on providing excellent services to clients; however, the challenge is to build engaged and committed workers who can expedite this endeavour. Employees strive to attain the organisation's goals and objectives; therefore, management must take into consideration the engagement and commitment of their employees as it is linked to service excellence and high work performance (Mokaya & Kipyegon, 2014). Recent research conducted by Agyemang and Ofei (2013) comparing employee work engagement and organisational commitment in private and public sector organisations in Ghana was conducted which involved over one hundred employees in the country. The study, however, incorporated the use of purposive sampling, which tested four hypotheses. Furthermore, the study established that there is a significant, direct relationship amid employee engagement and organisational commitment.

Evidence from various kinds of literature suggests that there is limited research on the link between employee engagement and organisational commitment especially in the Ghanaian context. This study, therefore, endeavours to bridge this gap and further expand the understanding in this area by conducting research in three branches of a reputable private bank in Ghana. Moreover, most researchers usually resort to the use of only a quantitative approach to discover the relationship between organisational commitment and employee engagement of employees. Therefore, a combination of both quantitative and qualitative research (mixed method) was used in this study thereby providing a deeper investigation into the relationship between both dimensions. Furthermore, the qualitative approach of the research provided a managerial perspective on the relationship between employee engagement and organisational commitment of the workers. However, Agyemang and Ofei (2013, p. 31) suggest that "findings on employees' tenure and commitment remain currently inconsistent"; hence, the study investigated the influence that biographical variables (tenure as well as age, gender and marital status) have on organisational commitment and on employee engagement respectively.

McElroy, Morrow, Liu, and Weng (2010) concur that for an employer to raise the commitment levels of workers in an organisation, the employer should consider the career goals of the employee. Little and Little (2006) posit organisational commitment as the extent to which an employee is classified in relation to a company and is dedicated to attaining its goals and objectives. According to Agyemang and Ofei (2013), commitment involves being able to put in time, physical, mental as well as emotional energy in a job. However, several individuals do this by expecting to achieve a reward in return (Agyemang & Ofei, 2013). Some individuals

presume that by being committed to their jobs, they will attain something such as favours and gifts in return. Organisational commitment is seen as an independent measure that shows the perceptions workers have with respect to how they identify themselves and get involved with their company; these employees exhibit yearnings to stay with the company as well as exhibiting an unforced willingness to be with the company more than what is being expected from them by their employer (Yap, Holmes, Hannan, & Cukier, 2010). Organisational commitment is about an individual's mental connection to his/her company's mission and goals. Khalid, Khalid, Waseem, Farooqi, and Nazish (2015) supported the fact that commitment can be subdivided into three sections which are affective commitment, continuance commitment and normative commitment.

On the other hand, employee engagement is also referred to as employee involvement in other kinds of literature. It is a multi-dimensional concept which was initially discovered in 1990 by Kahn. However, the model of engagement is in an initial phase; therefore, it is essential for more investigation in this field to enable it to uncover its notional bedrocks and practical application (Saks, 2006). According to Khalid et al. (2015), engaged employees are highly committed, perform well at their jobs, which, in turn, increases their sense of innovation. Banking companies in Ghana should entice and keep endowed as well as skilled employees who are committed and engaged in their work. Di Stefano and Gaudiino (2018) are of the opinion that there is a difference between engagement and being a workaholic.

Employee engagement can also aid in increasing organisational commitment as well as satisfying the workers. Highly engaged workers are committed in their jobs and to their companies which assists organisations in gaining a competitive advantage, high productivity and low turnover. Khalid et al. (2015) emphasise that engagement is measured by the level to which employees have a sense of fulfilment and a passionate alliance for their triumph in their job. Similarly, Beardwell and Claydon (2007) describe engagement as a basic principle of 'soft human resource management', with more stress on seizing the ideas and opinions of workers and safeguarding their pledge. Furthermore, engaged employees cultivate a robust verge of belongingness for their company (Davenport & Harding, 2010).

Agyemang and Ofei (2013) posit that engagement is about a worker's fidelity and allegiance to his/her job, while organisational commitment is about a worker's devotion and allegiance to his/her company. According to Bakker, Schaufeli, Leiter and Taris (2008), employees who are

very engaged in their job produce resources for their own job which enables them to perform better and this gives a competitive advantage to the company they work in. In addition, it aids in growing the commitment and satisfaction level of workers. Schaufeli and Salanova (2007a) emphasised that when the level of engagement rises, the level of commitment also increases, which increases job satisfaction and greater performance.

1.3 Focus of the study

The study focuses on the relationship between employee engagement (vigour, absorption and dedication) and organisational commitment (affective commitment, continuance commitment and normative commitment) of employees in a reputable private banking institution. Furthermore, the study aims to assess the levels of engagement and commitment among employees at the bank.

1.4 Problem statement

The current dramatic alterations in the depression of the global economy has resulted in major implications for organisational commitment, relationships between companies and their workers as well as for employee engagement. This has led to the cutting down of employees' salaries and wages by most companies in Ghana. Limited and expensive resources have provoked most companies to cut down on resources given to workers to enable them to execute their task, thus reducing the engagement and commitment in employees. In this regard, most of the employees in the private sector of the banking industries in Ghana are not highly engaged in their jobs and committed to their organisations. Most organisations in Ghana, being vulnerable to such an economy also suffer this fate; therefore, there is a need to study the interaction of devotion to one's work (employee engagement) and to one's company (organisational commitment).

Evidently, banking organisations should make it their priority to improve the skills as well as persuade their workers to be engaged and committed in the company as these are pivotal ingredients and prerequisites for the company to survive and grow in this globally competitive environment. This study therefore, aims to understand the major sub-dimensions (vigour, absorption, dedication) which influence the engagement of employees in their daily task in the operation of their banking duties and hence, their organisational commitment. Therefore, the problem statement is: What is the significance and strength of the relationship between employee engagement and organisational commitment and, to what extent is organisational

commitment influenced by the sub-dimensions of employee engagement (vigour, absorption, dedication) amongst employees in a banking environment in Ghana?

1.5 Objectives of the study

In order to explore the research problem outlined, the researcher formulated research objectives that provide direction and can be used as milestones for the study. Once the following objectives have been achieved, the researcher can make substantive conclusions about the problem.

The study addresses the following research objectives:

- To assess the level of employee engagement among employees in a banking institution.
- To investigate the level of organisational commitment among employees in a banking institution.
- To investigate the relationship between employee engagement and organisational commitment among employees in a banking institution.
- To evaluate the influence of biographical profiles (age, gender, tenure and marital status) on employees' engagement and organisational commitment respectively.
- To determine the extent to which the variance in organisational commitment is due to the sub-dimensions of employee engagement (vigour, absorption, dedication) respectively.

These research objectives will be pursued by formulation of questions that can be used to collect data from the selected sample.

1.6 Hypotheses of the study

This study involved the testing of several hypotheses aimed at addressing the objectives of the study:

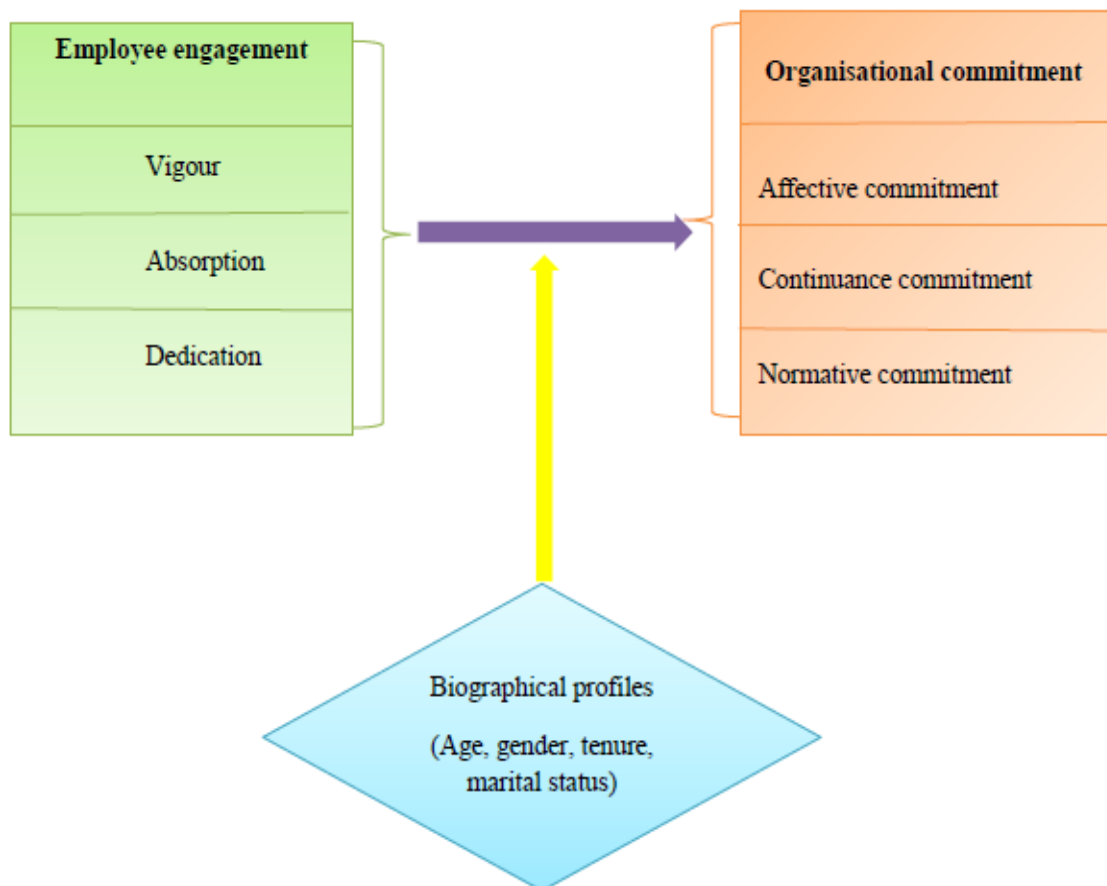
- H₁: There exist significant relationships between the sub-dimensions of employee engagement (vigour, absorption and dedication) respectively.
- H₂: There exist significant relationships between the sub-dimensions of commitment (affective commitment, continuance commitment and normative commitment) respectively.

- H₃: There exist significant relationships between the sub-dimensions of employee engagement (vigour, absorption, dedication) and commitment (affective commitment, continuance commitment, normative commitment) respectively.
- H₄: There is a significant relationship between employee engagement and commitment.
- H₅: There is a significant difference in the engagement of employees varying in biographical profiles (age, tenure, marital status, gender) respectively.
- H₆: There is a significant difference in the commitment of employees varying in biographical profiles (gender, age, marital status and tenure) respectively.
- H₇: Employee engagement and its dimensions (vigour, absorption, dedication) significantly account for the variance in organisational commitment.

1.7 Conceptual framework of the study

This study is guided by the conceptual framework illustrated in Figure 1.1 below.

Figure 1.1 Conceptual framework on the relationship between employee engagement and organisational commitment



Source: Self conceptualisation by the Researcher

Figure 1.1 shows the conceptual framework which guided the study in assessing the relationship between employee engagement and organisational commitment. In this research, as shown in the conceptual framework, there are three sets of variables were investigated. The independent variable in this conceptual framework was employee engagement (with the sub-dimensions of vigour, absorption, dedication) while the dependent variable was organisational commitment (with its sub-dimensions being affective, continuance and normative). Additionally, the moderating variable in this framework relates to the biographical profiles (age, gender, tenure, marital status) which has a strong contingent effect on the independent and dependent variable relationship.

According to Kazimoto (2016), employee engagement is a motivational issue that empowers employees to offer their best towards the accomplishment of organisational objectives. Davenport and Harding (2010) posit that engaged employees cultivate a robust verge of belongingness towards their company. Furthermore, Dajani (2015) defined employee engagement as an affirmative attitude held by workers towards their company and its culture. According to Bakker, Albrecht and Leiter (2011a), workers who are engaged in their work are not passive actors in the workplace but rather they assertively modify their workplace if required. In addition, Simons and Buitendach (2013) affirmed that an engaged worker is extremely confident of their effectiveness in the organisation. All the same, if employee engagement is supervised well it can build a better attitude of employees towards their work and company. Furthermore, it will reduce turnover intentions of employees. Additionally, it will increase the level of employee performance as well as customer satisfaction in the organisation.

Schaufeli and Bakker (2010) opine that engagement is a positive, fulfilling and work-related mind-set that is categorised by vigour, absorption and dedication. However, these three sub-dimensions of engagement (vigour, absorption and dedication) are closely linked (Schaufeli & Bakker, 2010). Vigour is regarded as high levels of vitality and intellectual flexibility while working; dedication alludes to being energetically intricate in one's job as well as feeling a sense of significance, enthusiasm, motivation and pride towards one's her job and, absorption is regarded as being entirely focused on and happily captivated in one's job, whereby time passes swiftly and one encounters hitches with respect to separating oneself from the job (Simons & Buitendach, 2013).

According to Khalid et al. (2015), organisational commitment depicts the connection as well as confidence in the values of a company and the aspiration to stay longer as an employee in that company. Alniacik, Cigerim, Akcin and Bayram (2011) proposed that organisational commitment is the level to which an individual intensely recognises himself/herself as part of the company and feels part of it. In addition, organisational commitment is the extent to which an individual identifies himself/herself with a company and is devoted to achieving its objectives. According to Albdour and Altarawneh (2014), workers who feel committed to remain in the company are physically, mentally and emotionally engaged in their work. As seen in Figure 1, Memari, Mahdieh and Marnani (2013) are of the view that there are three dimensions of organisational commitment have a direct influence on the performance of employees, namely, affective commitment, continuance commitment and normative commitment.

Mouhamadou (2015) describe affective commitment as the degree to which workers feel emotionally attached, identified, and involved with their present company. These workers are highly committed to their organisation which makes them emotionally attached to their work. Employees, who have cultivated a high level of affective commitment to their organisation, remain there due to the fact that they have a sturdy emotional affection to the employer and are passionate about their job. This makes the employees wish to remain working in the organisation. This type of commitment comes from the workers' own disposition as well as his or her choice to commit to the organisation.

The framework in Figure 1 depicts another dimension of organisational commitment which is continuance commitment. This type of commitment is based on the expenses that would take place in a situation where an employee left the company. In view of this, employees who have a high level of this type of commitment remain working in the organisation since they need to and this also serves as a benefit for them in doing so (Anttila, 2015). According to Alhassan, (2012), some of these benefits are good work relationship their employer, their work investment, retirement benefits, as well as new job skills attained. Moreover, it will cost them more in case they leave the organisation and hence, they become emotionally engaged to the company.

The third dimension of organisational commitment is normative commitment; this type of commitment signifies professed responsibility to remain in the company. Similarly, Khalid et

al. (2015) posit organisational commitment as the psychological link an employee holds to make him/her feel that they are obliged to remain working in the organisation. In other words, employees who have high levels of normative commitment are loyal to their organisation.

Also, as seen in the framework in Figure 1, the researcher believes that biographical profiles (age, gender, tenure, marital status) have an effect on both engagement as well as the organisational commitment of employees. By keeping in view, the relationship of these variables, the above model was proposed. The framework was relevant to the study and demonstrates the proposed relationship between employee engagement and organisational commitment of employees in a reputable banking institution.

1.8 Significance and contribution of the study

The study will enable a better understanding of the degree to which employees are engaged in, and committed to, their work. In addition, it will provide insight into the significance and strength of the link between employee engagement and organisational commitment and enable a determination of the extent to which organisational commitment is influenced by the sub-dimensions of the employee engagement (vigour, absorption, dedication) amongst employees in a banking environment in Ghana. The study will add to present knowledge and help managers to understand how they should keep their employees engaged and increase their level of commitment. Engaged employees enable the organisation to increase productivity and reduce turnover intentions as well as increase the profitability of the company. Additionally, it will help other academics to conduct further research on the topic and explore it further from other perspectives and other contexts.

1.9 Limitations of the Study

There is no research without limitations. Although caution was exercised in the structure of this research topic, this study was subjected to some limitations. The following are the limitations that the researcher encountered in the study.

To start with, companies vary in terms of their location, industry, goals as well as the structure and magnitude of the labour force. As this study is focusing on the population of employees in the banking industry, the results are only specific to the workers in the banking industry. Therefore, the outcome of this study cannot be generalised to other industries. Time and financial constraints did not permit the researcher to compare the results of this banking

organisation with other organisations situated in the country. Furthermore, the site of this study was limited to one region; a diverse set of outcomes would have surfaced if a comparative study was made with other regions. Additionally, a larger sample size would improve the generalisability of results. The study was conducted in the Ashanti region of Ghana; therefore, the researcher incurred cost and time constraints relating to travelling from South Africa to Ghana in order to collect data. Also, some of the participants were reluctant to take part in the study for fear that the information will be shared with management.

1.10 Summary outline per chapter

This study is divided into seven chapters:

✓ **Chapter One: Introduction and Overview of the Study**

This chapter provides an overview of the study which highlights the research problem, objectives, hypotheses and limitations of the study. It sets out the rationale for the study by justifying the significance of the study.

✓ **Chapter Two: Organisational Commitment**

The chapter conceptualises the dependent variable of the study, which is organisational commitment by reviewing the empirical and theoretical literature on organisational commitment, the models of commitment, the developing stages as well as its significance and challenges.

✓ **Chapter Three: Employee Engagement**

This chapter offers insight into the independent variable of the study, that is, employee engagement. It provides a background to the construct based on preliminary literature, and proceeds to examine existing literature and previous studies regarding employee engagement, the levels of engagement, the drivers of engagement, the dimensions as well as the benefits of engagement.

✓ **Chapter Four: Research Design**

This chapter discusses the sampling technique and description of the sample and justifies the sample size. It also elucidates how data will be collected and analysed. Furthermore, the statistical analyses used to determine the psychometric properties of the measuring instrument are assessed. Lastly, the ethical principles that form part of the study are outlined.

✓ **Chapter Five: Presentation of Results**

The chapter focuses on the analysis and presentation of the data. Descriptive and inferential statistics are used to understand the data and results were presented using tabular and graphical representations and explained in narrative form. The chapter continues with the presentation of the qualitative results and presents the responses to the structured interviews.

✓ **Chapter Six: Discussion of Results**

This chapter presents the discussion of both the quantitative and qualitative results. The chapter is to authenticate if the objectives of the research have been attained or not, and to find solutions to the research questions. Through this, a greater meaning can be established for the results of this study.

✓ **Chapter Seven: Recommendations and Conclusion**

This chapter provides recommendations and conclusions based on the results of the study and delineates the way forward for future research. It also presents the recommendations for enhancing engagement and commitment in employees.

1.11 Conclusion

This chapter focuses on the background of the study, the objectives of the study, the hypotheses to be tested and the limitations of the study. Finally, a summary outline per chapter is also provided. Chapter two presents a review of the literature on organisational commitment.

CHAPTER TWO

ORGANISATIONAL COMMITMENT

2.1 Introduction

The success of a company and the hunt for quality production of goods and services depend not only on how the company makes the most out of human competences, but also on how it stimulates commitment in the employees. Hence, for a company to achieve excellence in its daily activities, it has to create an environment that promotes employee commitment. Committed workers build a sturdy work environment, which is significant for organisational steadiness. Furthermore, some of the positive outcomes a company might benefit as a result of its committed employees are increase in productivity, reduced turnover rate and improved organisational citizenship behaviour. However, it is unlikely to achieve total commitment to an organisation by employees. This chapter will, therefore, discuss the empirical and theoretical literature on organisational commitment, the models of commitment, the developing stages as well as its significance and challenges.

2.2 Conceptualisation of organisational commitment

For some time now organisational commitment has turned out to be comprehensively investigated and has developed into an issue of much significance (Adzeh, 2013; Chen, Wang, & Sun, 2012; Joo & Park, 2010; Tladinyane, 2012). There have been continuing concerns about this dominant issue and has frequently existed as a result of the connections amid organisational commitment and critical outcomes such as employee engagement (Agyemang & Ofei, 2013), turnover (Farris, 2012), employee well-being (Briscoe & Finkelstein, 2009) as well as job satisfaction (Farris, 2012; Singh, Bhagat, & Mohanty, 2011). A number of studies emphasise that a worker's commitment is a vital element in attaining success in the company (Khalili & Asmawi, 2012) with great levels of a worker's commitment being protuberant characteristics of organisations (Satardien, 2014).

According to SamGnanakkan (2010), organisational commitment has been explained quite differently by many scholars and despite all these different explanations, it appears as a glue that attaches a worker to his/her company. Similarly, Martin and Roodt (2008, p. 24) conclude that "despite the lack of consensus on the various definitions, conceptualisations and

measurements, a common theme is shared across all these deviations, namely that organisational commitment is considered to be a bond or linkage of the individual to the organisation". In addition, Clinton-Baker (2014) claims that all explanations usually point to organisational commitment as being an obliging force since it provides direction for an employee's conduct. However, Meyer and Herscovitch cited in Clinton-Baker (2014) propose that the changes in the various explanations are as a result of the fundamental principle of a stabilising force that gives direction to employee conduct. Nonetheless, in 1990 Allen and Meyer cited in Clinton-Baker (2014) posit that the dissimilarity among the numerous concepts of organisational commitment include the psychological state, the antecedent factors that improves such commitment as well as the conduct of employees. According to Meyer and Herscovitch cited in Clinton-Baker (2014), there are various explanations, approaches as well as viewpoints of many researchers in terms of organisational commitment being seen as a one-dimensional model as opposed to a multi-dimensional model and hence, differentiating organisational commitment from other concepts.

2.3 Definition of organisational commitment

Commitment is a multi-dimensional construct and hence, becomes difficult to explain (Anttila, 2015). In view of this, a number of scholars contend that regardless of the lack of agreement on the numerous explanations and conceptualisations on this topic, a mutual theme is, however, mentioned throughout all these explanations such as, organisational commitment is interpreted as a bond or connection of an employee to his/her company (SamGnanakkan, 2010). According to Anttila (2015), commitment in the place of work can be divided into different dimensions. In addition, Meyer and Herscovitch cited in Anttila (2015) are of the view that workers may be committed to their career, goals, supervisors as well as to the organisation. Although all these are seen in the place of work and may influence a worker's commitment, this research will concentrate on the employee's commitment to his/her organisation.

Roodt cited in Satardien (2014) postulate that a number of academics commonly refer to organisational commitment as a worker's psychological connection to his/her company. According to Newman, Thanacoody and Hui (2011), organisational commitment is viewed as the comparative strength with which workers categorise and involve themselves with a particular organisation. Similarly, Ambar, Saba, Asma, Yasir and Ayesha (2015) define it as the degree to which workers of a company identify themselves with. Furthermore, it can be

viewed as the extent to which workers are keen to sustain their affiliation to an organisation due to their concern as well as their relationship with the company and its objectives. Likewise, Somunoglu, Erdem and Erdem (2012) suggest that it is the degree to which an employee holds in esteem the ideals and aims of the company. According to Lamba and Choudhary (2013), committed workers exhibit the propensity to accomplish their work well. Moreover, workers who feel committed to remain in the company are physically, mentally and emotionally engaged in their work (Albdour & Altarawneh, 2014).

Organisational commitment is a self-instilled enthusiasm by the worker in addition to willpower and passion that aids in the achievement of the organisational goals (Karimi, 2016). Employees who are supported by their employers have a high level of commitment as well as devotion to remain working with their organisation (Norizan, 2012). According to Karimi (2016), workers who are committed and devoted to their supervisors have the propensity to not only consent but also concede to the goals and values of the organisation. Furthermore, Warsame (2015) is of the view that such workers show a considerable amount of effort to aid their company by fundamentally attaining the goals and objectives of the company as well as staying agile in the company. Similarly, Almodarresi and Hajmalek (2014) also allude to the fact that the commitment of employees helps them to remain working in a company as well as to accomplish the company's objectives and goals with a feeling of belongingness to the organisation.

Heery and Noon cited in Anttila (2015) are of the view that different forms of commitment may occur at an exact moment and workers continually have several commitments to diverse organisations and individuals at a particular time. Hence, it is unlikely to anticipate total commitment to an organisation by employees. Gelade, Dobson and Gilbert (2006) are of the view that organisations should treat organisational commitment with much concern due to the fact that research shows its influence on organisational results such as job performance and satisfaction of workers, turnover of employees, as well as organisational citizenship behaviour.

According to Samudi, Slambolchi and Mobarakabadi (2016), loyalty by employees to their various organisations is related to commitment of the employees to the organisation. Similarly, Zangaro cited in Samudi et al. (2016) is of the view that loyalty of employees to their organisation includes the feeling of attachment to the organisation; however, it does not assume

that both sides are showing the same levels of loyalty. Finally, Samudi et al. (2016) conclude that motivation is also linked to commitment.

2.4 Antecedents of organisational commitment

According to Anttila (2015), there are several elements that lead to the commitment of employees to their organisation. Meyer, Stanley, Herscovitch and Topolnytsky cited in Anttila (2015) conclude that organisational commitment might be related to demographic profiles for instance age, gender, education as well as tenure in an organisation. On a second thought, they emphasise that organisational commitment might be connected to work experiences. Furthermore, the researchers conclude that there are personal differences such as external locus of control and job self-efficacy which might be linked to organisational commitment. However, Anttila (2015) posits that job control and insecurity, career advancement, age and culture are antecedents of organisational commitment. The following literature elaborates on the antecedents of organisational commitment.

2.4.1 Job control and job insecurity

Anttila (2015) proposes that job control is made up of two dimensions which are job autonomy and taking part in the making of decisions. According to Ruokolainen (2011), job autonomy is the ability of the employee to elect the manner in which he/she gets the job completed and the employee knowing his/her goals. Hence, workers have much liberty when it comes to their own job (Anttila, 2015). Ruokolainen (2011) is of the view that a high level of job control brings about a rise in a worker's commitment in an organisation. Wasti and Can (2008) posit that the affective commitment of employees will increase when the workers are given the opportunity to take part in decision making.

According to Anttila (2015), job insecurity is the menace of spontaneous job loss or job steadiness, which results in a situation of being without a job. However, this construct has lots of meanings but the literature of De Witte (2005) establishes the following facts to be mutual to all of them. Firstly, it is a subjective view of the circumstance, which means that a similar issue may cause a worker to have a sense of insecurity about his/her work although another worker might feel safe when confronted with a similar situation. Another common phase is job insecurity of the future. This aspect makes workers unsure about what will occur, for example, whether they may be capable of keeping their work or not. The final aspect of job insecurity is unintentional, but this conception eliminates workers who intentionally opt to do

temporary jobs. Ruokolainen (2011) in her study concluded that job insecurity is a central factor that makes an employee less committed to his/her organisation.

2.4.2 Career advancement

Discoveries from preceding investigations conclude that most workers become highly committed if they are content with the manner in which their wishes for career developments are met. Conversely, prior career-stage models predicted that an employee's development in his/her career does affect their commitment as well as enthusiasm to move to a different organisation due to their ages (Anttila, 2015). Additionally, it has come to light that managing the careers of employees is a vital element to increase the commitment of the employees in their organisations. Undoubtedly, organisations that help its workers with career development may enable the employees to be committed. According to Enache, Sallán, Simo and Fernandez (2013), it helps employees appreciate the values of the organisation as well as sustain them.

2.4.3 Age

Finegold, Mohrman and Spreitzer cited in Anttila (2015) are of the view that various studies postulate that age is a very vital element in organisational commitment; nonetheless, it is regarded as an explanatory feature and has been examined by other researchers. According to Ruokolainen (2011), various confirmations show that the older the workers in an organisation are, the more they become committed to the organisation. Undeniably, age impacts on what workers want in return from their job and as a result show how committed they get with the organisation (Ruokolainen, 2011). In Anttila's (2015) research a comparison of both the older and younger employees working in an organisation was studied and, the researcher concluded that younger employees have the tendency to remain working in the organisation if they are pleased with the improvements in their skills. Conversely, Finegold et al. cited in Anttila (2015) posit that older workers have more commitment to their organisations and are less probable to switch organisations if they feel secure with their job. Additionally, Anttila (2015) is of the view that the levels of commitment are intensely linked to a good work-life equilibrium with younger workers. Usually, workers with a long duration of service who are in their mid- and later ages do occupy vital positions in the organisation such as managerial roles and provide guidance to other employees. Ruokolainen (2011) posits that such roles given to employees will enable them to become highly committed to that company. Nonetheless, in this current era a worker's age may not necessarily correlate with his/her position at the workplace. Due to flatter organisational structures and increasing levels of labour mobility, workers usually

remain working in one particular organisation for longer periods. According to Finegold et al. cited in Anttila (2015), this can also be referred to 'protean career'. Briscoe and Finkelstein (2009) refer to it as a name that describes a career driven by an employee but not by the company he/she works in.

Furthermore, Finegold et al. cited in Anttila (2015) are of the view that the birth cohort effect clarifies the link between age and organisational commitment. According to Anttila (2015, p. 16), the birth cohort effect is a term used to describe "people who have been born about the same time and therefore lived their lives like they have been affected by economical, cultural and societal changes of the environment when they have been of similar age". Different from an individual's career stages, there will be no change in the cohort effect throughout a worker's career. According to Finegold et al. cited in Anttila (2015), it is something the individuals of a particular cohort will carry during the course of their career. Ruokolainen (2011, p. 23) is of the view that "these birth cohorts have been shown to affect many matters but also how individuals see their professional identity and employment choices".

2.4.4 Culture

According to Anttila (2015), another vital factor that affects the organisational commitment of a worker is the culture of the employee. Due to globalisation and increased cultural diversity in the place of work, there has been a need to consider the cultural differences in organisational commitment (Meyer, Stanley, Jackson, McInnis, Maltin, & Sheppard, 2012). This however, brings up first-hand challenges to organisations which make it quite uneasy to resolve. Workers with diverse cultural backgrounds may see the same work environment in a different way (Williamson, Burnett, & Bartol, 2009). For this reason, when drawing up new strategies to raise the commitment of workers, management should not recognise all the employees as one homogenous group but rather as a heterogeneous group.

Anttila (2015) emphasises that the manner in which culture affects a worker's commitment to his/her organisation has been investigated; however, there are various studies that focus on the two dimensions of culture which are individualism versus collectivism as well as power distance. Individualism refers to an individual's identity, which is grounded on personal qualities whereas collectivism is built on being a member of a group (Anttila, 2015). According to Meyer et al. (2012, p. 226), power distance is how an individual admits the uneven distribution of power amid supervisors and their subordinates. On the other hand, Meyer et al.

cited in Anttila (2015) emphasise that there is no agreement as to how these two dimensions impact the commitment of employees. Anttila (2015) suggests that companies operating internationally have to be mindful that the type and the level of commitment may vary based on an employee's culture. Due to this, such organisations should implement policies which will encapsulate all employees with diverse cultural backgrounds.

2.5 Factors that affect organisational commitment

There are various factors that affect the commitment of employees in an organisation:

2.5.1 Job-related factors

Organisational commitment is a vital job-related result at the employee level that might affect other factors such as employee performance, turnover and absenteeism (Fiorito, Bozeman, Young, & Meurs, 2007). Taufik (2014) concludes that employees who find their job roles unclear might have lower or no commitment to the company. In addition, promotions at the workplace might increase or lessen commitment. Another important job factor that may influence organisational commitment is the level of employee obligation as well as employee independence.

2.5.2 Employment opportunities

Bakotić (2016) is of the view that the presence of other employment chances can also affect the commitment of employees. According to Agba, Nkpoien and Ushie (2010), employees with a firm opinion of being able to easily find employment in another company, tend to be less committed to their current company because they are of the opinion that there are more job opportunities for them. In a situation where employees think there is low job availability, there is the potential for greater commitment by the employee. Meyer and Allen cited in Manetje (2009) emphasise that in such a situation, the employee's involvement in the company is grounded on continuance commitment, where workers are constantly evaluating the perils and benefits of leaving or staying in the organisation.

2.5.3 Personal characteristics

According to Meyer and Allen cited in Manetje (2009), the commitment of an employee can be pretentious by the worker's individual features such as age, period of service as well as sex. In that regard, Hennekam and Herrbach (2013) is of the view that older workers with longer

durations of service or superiority as well as persons who are content with their individual levels of job performance are likely to indicate high commitment. This suggests that mature employees are perceived as being more committed to the company as compared to other age groups. Meyer and Allen cited in Manetje (2009) propose that gender is a vital individual characteristic that may affect the commitment of employees. Moreover, Mathieu and Zajac (2005) contend that gender differences in commitment are as a result of different work characteristics as well as experiences that are related to gender.

2.5.4 Work environment

According to Muthuveloo and Che Rose (2005), the working environment is an alternative element that influences commitment. A mutual work environment condition that may impact commitment is part ownership of the business (Manetje, 2009). Any kind of ownership gives workers a sense of importance and this makes them active in decision-making. The involvement in decision-making by employees gives them a feeling of belongingness to the company. Ndiwalana (2009) concludes that supervisors who partake in budget policy-making are inclined to have more commitment to their company.

2.5.5 Positive relationships

Kang, Gatling and Kim (2015) emphasise that the workplace setting is built on working relationships such as employee-supervisor relationship. According to Randall cited in Manetje (2009), this kind of link can affect commitment either in an affirmative way or a negative way. When employees discover the managerial relationship to be unbiased in its practices, they become more committed to the company. The workplace teams or groups may affect the commitment of employees. Mathieu and Zajac (2005) are of the opinion that employees can be committed to their organisation when they find value through positive work relationships.

2.5.6 Organisational structure

According to Al-Qatawneh (2014), organisational structure plays a vital part in commitment. In a workplace where employees' opinions are given less consideration, this tends to have a damaging influence on the commitment of the workers. Zeffanne cited in Manetje (2009) posit that more flexible structures in the workplace are more probable to have a hand in the improvement of the worker's commitment both in terms of their loyalty as well as their connection to the company. According to Storey cited in Manetje (2009), an organisation can

increase the level of organisational commitment in their workers provided that the company gives them more direction as well as encouragement.

2.5.7 Management style

Zeffanne cited in Manetje (2009) maintains that commitment of employees to their company may not only depend on providing motivators for them but may also include the management styles of supervisors. As stated by Yahaya and Ebrahim (2009), management styles that inspire the worker to participate in decision making as well as in the everyday running of the organisation can satisfy the aspirations of the worker and help him/her to commit to the company's goals and values. The authors conclude that a more flexible as well as participatory management style can sturdily improve commitment. Companies must make certain that their management strategies are intended to increase commitment in workers rather than them being submissive (Ihionkhan & Aigbomian, 2014).

2.6 Models of organisational commitment

There have been various studies which have come up with diverse kinds of models of organisational commitment. However, Clinton-Baker (2014) is of the view that the best models used to produce numerous researches and help to clarify commitment in terms of organisational behaviour of employees are the O'Reilly and Chatman model and the Meyer and Allen model. For the purpose of this study, both of these models will be examined and the best suited for the study will be selected.

2.6.1 O'Reilly and Chatman's (1986) model of organisational commitment

O'Reilly and Chatman cited in Anttila (2015) emphasise that organisational commitment is a psychological connection to a company. According to Ruokolainen (2011, p. 15), it indicates "the extent to which a worker internalizes or adopts the features or viewpoints of the company". O'Reilly and Chatman cited in Anttila (2015) are of the view that commitment is formed by three independent dimensions: compliance, identification and internalisation. According to Anttila (2015), compliance is the lightest of all the dimensions and is linked to awards. Individuals tend to adopt certain postures and behaviours so as to achieve precise rewards. Furthermore, Anttila (2015) is of the view that identification is a phase which goes deeper into commitment. A worker feels pleased to be part of a particular company and hence, agrees and respects the company's ideals and achievements. The employee desires to form or sustain good connection with that particular group. According to Anttila (2015), internalisation takes place

finally when there is value similarity amid the employee and the company. O'Reilly and Chatman cited in Anttila (2015) posit that a worker will accept a company's ideals when they are very alike to his/her own.

According to Anttila (2015), the O'Reilly and Chatman model was the first to make a perfect difference between the instrumental exchange and psychological connection as a dimension of organisational commitment and it has been well-known as a merit for this model. WeiBo, Kaur and Jun (2010, p. 14) are of the view that "instrumental exchange of commitment is based on rewarding, while psychological attachment is the deeper form". Nevertheless, there have been a number of issues that this model criticises in terms of the commitment of an employee in some studies (Anttila, 2015). According to Anttila (2015), an employee's internalisation and identification correlate directly with the intent to stay in a company, whereas compliance relates directly with the turnover of employees. O'Reilly and Chatman cited in Anttila (2015) conclude that the outcome connecting the longer service period of an employee might not necessarily lead to commitment by compliance. Furthermore, Meyer and Herscovitch cited in Anttila (2015) posit that organisational commitment decreases the possibility of employee turnover; this then raises the concern as to whether compliance can be viewed as a dimension of organisational commitment.

Additionally, the authors mention that the model has further received criticisms that internalisation and identification are very close to each other as concepts and comprises of some similar features. In previously conducted studies there have been evidence that internalisation as well as identification can be fused together to form a single dimension (Anttila, 2015). Hence, the O'Reilly and Chatman model has been debilitated due to the struggle of differentiating between internalisation and identification (Anttila, 2015).

2.6.2 Meyer and Allen's (1991) model of organisational commitment

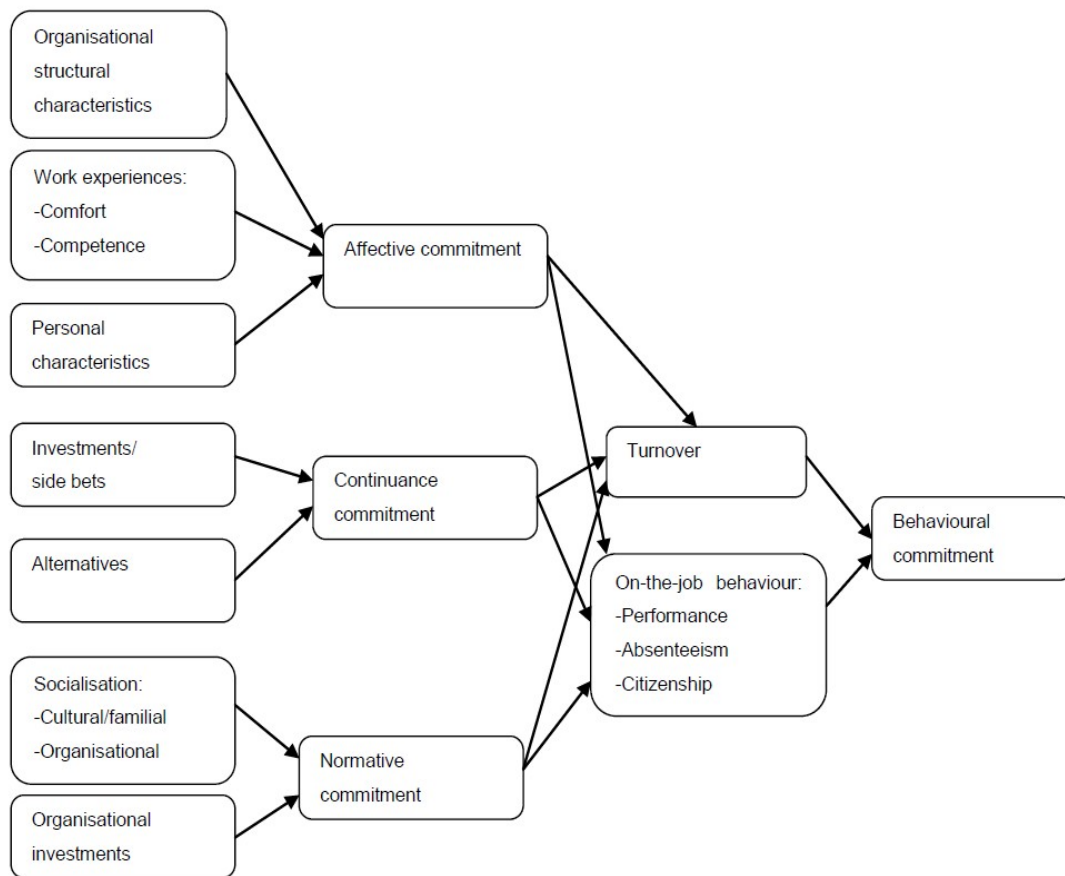
Meyer and Allen (1991) formulated a model that serves as the most dominant model in most research about organisational commitment and this divides organisational commitment into three main dimensions (Farris, 2012; Nazari & Emami, 2012; WeiBo et al., 2010). According to Krishnaveni and Ramkumar (2008), this model has gone through numerous experimental assessments. Meyer and Allen's model of commitment was established by observing both the similarities and differences made in existing one-dimensional thoughts relating to organisational commitment (Satardien, 2014). Meyer, Becker and Vandenberghe cited in

Satardien (2014) emphasise that the similarities that existed amid all the one-dimensional concepts concluded that commitment binds an employee to a company which, in turn, decreases his/her intentions to leave the company.

Meyer and Allen cited in Satardien (2014) combine both the attitudinal and behavioural approaches to commitment to generate the three diverse forms. These diverse dimensions are called the three-component model of commitment, namely, affective, continuance and normative commitment. However, all these dimensions are not the same in terms of the relationship concerning the worker and the company. Meyer and Allen cited in Satardien (2014) contend that the three dimensions reflect a wish (affective commitment), a need (continuance commitment), or a responsibility (normative commitment) to remain working in the company. These authors are certain of the fact that a worker can encounter all three dimensions but may vary to an extent and, all these forms can have an independent effect on a specific behaviour. They additionally established a model of organisational commitment grounded on their explanation.

Due to the conceptual discrepancies amid the three dimensions of commitment, Meyer and Allen cited in Clinton-Baker (2014) proposed that the dimensions of commitment will possibly improve because of the diverse causes and effects on the behaviour of employees as well as turnover, as shown in Figure 2.1.

Figure 2.1 A three-component conceptualisation of organisational commitment (adapted from Meyer & Allen, 1991)



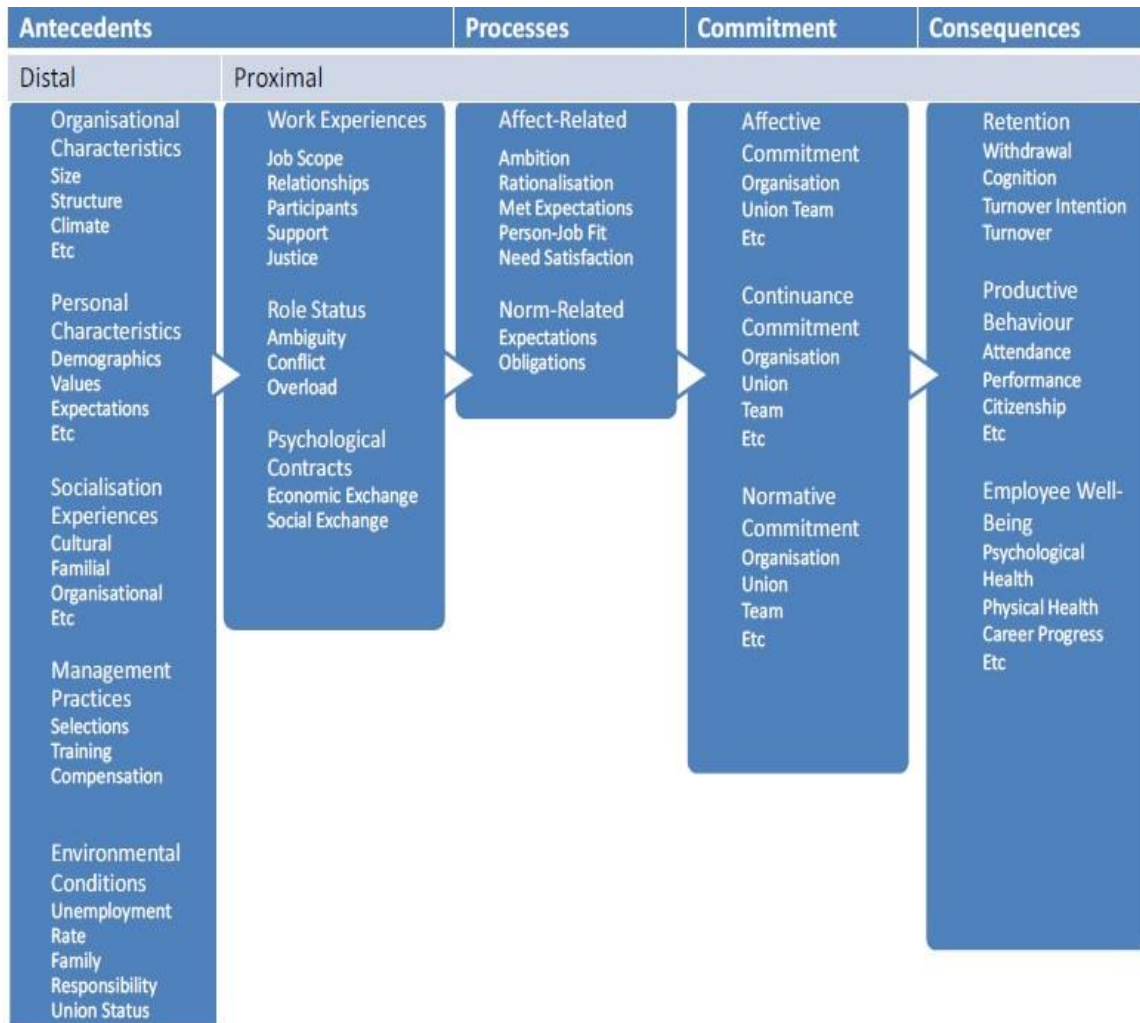
Source: Clinton-Baker, M. (2014). The relationship between career anchors, organisational commitment and turnover intention. Doctoral Thesis, University of South Africa, Pretoria, p. 63.

Meyer and Allen cited in Satardien (2014) emphasise that one of the core aims for breaking down organisational commitment into three main dimensions was that these dimensions have diverse inferences on behaviour. Even though all three dimensions have a tendency to bind workers to a company and hence, reduce the turnover of employees, their behaviour towards work may be different. An investigation by Meyer et al. cited in Satardien (2014) illustrate that affective commitment has the sturdiest affirmative correlation with performance of employees, conduct of employees as well as attendance to work, accompanied by normative commitment. However, the authors emphasise that continuance commitment happens to be distinct or negatively linked to these behaviours. Due to the conceptual differences amid the three dimensions of commitment, Meyer and Allen (1991) posit that these three forms of commitment will perhaps develop due to diverse causes or experiences.

2.7 Meyer and Allen's (1991) Three-component model of organisational commitment

Upon the examination of both models of organisational commitment and taking cognisance of the limitations of the O'Reilly and Chatman (1986) model, the Meyer and Allen (1991) model of organisational commitment will be selected for this study. This model is also extensively utilised in organisational commitment research (García-Cabrera & García-Soto, 2012; Markovits, Boer, & Van Dick, 2014). According to Cohen (2007), this three-component model has been the prominent one used in studying organisational commitment for more than two decades now. It has become extensively accepted by researchers in the conceptualisation of organisational commitment (Anttila, 2015). Memari et al. (2013) support the fact that the model explains commitment as having three dimensions: affective commitment, continuance commitment and normative commitment. Figure 2.2 depicts the antecedents, processes and consequences of all three dimensions.

Figure 2.2 A multi-dimensional model of organisational commitment, its antecedents and consequences



Source: Naik, N.A. (2012). Organisational culture and organisational commitment in a consulting firm. Master’s Thesis. University of South Africa, p. 30.

Figure 2.2 illustrates Meyer and Allen’s antecedents to organisational commitment for each of the three components. The antecedents are significant to consider as they provide deeper insight into where organisational commitment originates and how it develops.

2.7.1 Affective Commitment

Meyer and Allen cited in Satardien (2014) conclude that the improvement of affective commitment is grounded on the exchange principle, that is, employees pledge themselves to the company and in return accept to receive prizes or to avoid punishments. Affective commitment can also be referred to as an emotive affection to the company and it is the most

predominant dimension defining organisational commitment (Satardien, 2014). Similarly, Morrow (2011) is of the view that this form of commitment has a work-related stance that holds a positive sentiment towards the company. Affectively committed workers will remain working at the company because they want to (Naik, 2012). Mouhamadou (2015) describes affective commitment as the degree to which workers feel emotionally attached, identified, and involved with their present company. Most supervisors are certain that this form of commitment is significant in terms of enticing, inspiring and retaining talented workers of the organisation (Morrow, 2011).

These workers are highly committed to their organisation, which makes them emotionally attached to their company. Rashid, Murali, and Johari cited in Satardien (2014) conclude that affectively committed workers are not only passionately devoted to their company but are emotionally attached to the company's objectives as well as to its values. Employees, who have cultivated a high level of affective commitment to their organisation, stay since they have a firm emotional affection to the employer and are passionate about their job. Price (2011) is of the view that an employee's affective commitment is grounded on being able to identify himself/herself with the company and establishing a relationship with the company, as well as by being emotionally attached to the objectives and values of the company. This encourages employees to remain working in the organisation. This type of commitment comes from the workers' own disposition as well as his or her choice to commit to the organisation.

Liou (2009) argues that when a worker is affectively committed to his/her organisation, he/she will probably improve the operational parts of the company. In addition, such developments comprise greater satisfaction and participation, as well as increase performance at work. According to Manetjie and Martins (2009), affectively committed employees are more eager to sustain their connection with the company as compared to those who are normatively and continuance committed to their organisation. Nonetheless, other academics (Farris, 2012; Somers, 2010) are of the view that there is a need to nurture all the three dimensions of commitment as compared to only concentrating on affective commitment.

Affective commitment is therefore significant to this study, since it may assist in determining workers' emotional attachment to the company. Antecedents to affective commitment may lend support to a more holistic understanding of this form of commitment.

2.7.1.1 Antecedents of affective commitment

Meyer and Allen cited in Naik (2012) conclude that there are three antecedents to affective commitment, namely, personal characteristics, organisational structures as well as work experiences.

a) Personal characteristics

According to Naik (2012), personal characteristics are factors that describe an individual. These are factors such as accomplishment, relationship, freedom as well as having an interest in work. Meyer and Allen cited in Naik (2012) emphasise that these factors correlate with organisational commitment. Employees who select professions closely linked to their traits will probably have a more affirmative attitude towards their roles and duties (Naik, 2012). In addition, Hult (2005) emphasises that if there is a high level of fit between the company and the worker, the worker is likely to have high levels of commitment.

b) Organisational structures

There are fewer studies on the connection between commitment and organisational structures. Furthermore, these researches concentrated on employees' degree of analysis in contrast to an organisational level. In a study about the relationship between culture, commitment and performance of employees, Pittorino (2009) emphasised that affectively committed employees are related to the designation of the decision-making authority. In addition, Pittorino (2009) postulate that a more decentralised decision-making structure would have an influence on the employees' level of organisational commitment.

c) Work experiences

According to Meyer and Allen cited in Naik (2012), job experiences can be grouped into two categories, namely, those who feel the need to be physically and mentally at comfort in their companies, as well as those who feel it is vital to add their skills, capabilities and knowledge to the company. Workers with experiences that are alike with that of their anticipations in the company and that fulfil their needs are more likely to grow a sturdier affective commitment to the company than their co-workers with less nourishing work experiences (Naik, 2012).

2.7.2 Continuance commitment

Another dimension of the Meyer and Allen (1991) three-dimensional model of commitment is continuance commitment which is based on the associated expenses that the employee would

incur in a situation where he/she leaves the company. In view of this, employees who have a high level of this type of commitment continue working in the company since they need to and it serves as a benefit for them continuing to work in the company (Anttila, 2015). Similarly, Chung (2013) emphasises that workers with a strong continuance commitment to their company will remain working in that company since they realise the need as well as the benefit they will derive from staying in the company. According to Alhassan (2012), some of these benefits are a good work relationship with their employer, their work investment, retirement benefits, as well as new job skills attained. Moreover, it will cost them more in case they leave the organisation and hence, they become emotionally committed to the company. Newman et al. (2010) are of the view that once workers develop a strong commitment to their company, they feel obligated to remain in the organisation out of their personal interest.

Karimi (2016) is also of the view that the concept explains the consciousness that a worker has due to the consequences of parting from his/her present company. Furthermore, such workers are of the opinion that it is better to remain working in the company since they deem it costly as well as a risk not worth taking to quit working with their present company. This type of commitment can be considered as a way employee's develop attachment to their company. This form of commitment makes the workers aware of their individual contributions they have made to help in the development of the organisation; such contributions may comprise of good work relations between workers and their managers, career investments, paybacks concerning their retirement, the skills they developed at the company and their years of devotion to serve the company (Alhassan, 2012). However, this form of commitment supports the idea that when the employee is given better options, he/she might leave the company. According to Umoh, Amah and Wokocha (2014), in order to maintain workers who possess this type of commitment, it is essential the company gives more care and recognition to the elements that will increase the worker's self-confidence to enable him/her to become committed.

Continuance commitment is thus, important to this research as it may aid to determine workers' intent to remain working at their present company. Antecedents to continuance commitment may lend support in gaining a greater understanding of this form of commitment.

2.7.2.1 Antecedents to continuance commitment

According to Naik (2012), there are two antecedents to continuance commitment, namely, investments and alternatives.

a) Investments

Meyer and Allen cited in Naik (2012) posit that commitment results from the increasing amount of side-bets employees make. Side-bets are activities that link employees to specific actions grounded on whether or not they might profit from the action (Naik, 2012). Hence, the side-bet consists of investments of time, energy or money that workers would fail to benefit from if they leave the company. For instance, pension plans, job skills, status and investments that are not work connected, such as personal relationships (Pittorino, 2009).

b) Alternatives

Meyer and Allen cited in Naik (2012) postulate that workers who trust they have reasonable options will have a lesser continuance commitment than ones who believe their chances are less. The opinions of the alternatives an employee possess might also be an impact as a result of preceding job searches or if other companies have tried to hire the employee.

2.7.3 Normative commitment

The third dimension of organisational commitment is normative commitment; this type of commitment signifies professed responsibility to remain in the company. Similarly, Khalid et al. (2015) posit organisational commitment as the psychological link an employee holds to make him/her feel obliged to stay working in the company. In other words, workers who have greater levels of normative commitment are loyal to their company. According to Mouhamadou (2015), this form of commitment is connected with the worker's personal emotions of the need to give in return for a noble deed given to him/her by the company. Sayani and Swamy (2014) are of the view that it is a responsibility established on the bases of an individual's morals in which the worker feels indebted to remain working in that company in order to reciprocate the benefits that he/she has enjoyed for being an employee of the organisation.

According to Karimi (2016), this form of commitment may grow in occasions where the company awards the worker in advance or in situations where the company sustains high costs in support of the worker. Some of these costs may include the cost of travelling for conferences on behalf of the company as well as costs relating to job training. Chung (2013) posits that when workers consider such expenses and rewards received from the company, they feel obligated to stay in the organisation. It is anticipated that this form of commitment is swayed by individual experiences both before and after entering the company (Anttila, 2015). This means that not only organisational socialisation but also socialisation that takes place in

families and culture to an extent also influences the development of normative commitment in employees (Markovits et al., 2014). Naik (2012) emphasises that workers who have high normative commitment are anxious of maintaining a noble impression with their company as well as their co-workers.

Normative commitment is, therefore, significant to this research for it may aid in identifying the workers' sense of duty and obligation towards the company. Antecedents to normative commitment may lend support in further understanding this form of commitment.

2.7.3.1 Antecedents to normative commitment

According to Naik (2012), there are two antecedents to normative commitment, namely, socialisation as well as organisational investments. Workers having high normative commitment will feel obliged by their knowledge of what is correct and ethical (Naik, 2012).

a) Socialisation

Meyer and Allen cited in Naik (2012) posit that normative commitment develops in a company due to group pressures and stresses that employees face in their initial socialisation as well as the socialisation process when they joined the company for the first time. The socialisation procedure is very vital as they offer employees the right attitudes as well as manners in specific circumstances. Employees then adopt these and the confidence of being loyal to the company evolves (Naik, 2012).

b) Organisational investments

According to Meyer and Allen cited in Naik (2012), organisational investment refers to investments like training or credit facilities that the company may have given to the workers that seems hard for them to give back, for example, job-related training and support in payment of school fees. This form of investments may give workers a feeling of being unequal and they will, therefore, like to resolve the unevenness; due to this, workers feel obliged to remain working in that company.

2.8 Approaches to organisational commitment

According to Clinton-Baker (2014), scholars have differentiated among the following four approaches to study organisational commitment: the attitudinal approach, behavioural

approach, motivational approach as well as multi-dimensional approach. Meyer and Allen cited in Clinton-Baker (2014) are of the view that these approaches define the diverse means by which commitment can be developed by employees to an organisation.

2.8.1 Attitudinal approach

According to Clinton-Baker (2014), the noticeable one-dimensional approach to organisational commitment is the attitudinal approach by Mowday, Porter and Steers in 1979. These authors conclude that commitment to a larger extent can be seen as an attitude. Furthermore, these authors emphasise that the attitudinal approach to commitment shows a state whereby an employee sees himself/herself as part of a specific company as well as feels obliged to achieve the goals and values of the company to enable him/her maintain membership. Mowday et al. cited in Clinton-Baker (2014) postulate that this form of approach usually includes a give-and-take relationship in which employees ascribe themselves to the company so as to gain certain benefits and rewards from the company. This approach of commitment develops due to the combination of work experiences, opinions about the company as well as the personal features, which result in positive feelings about the company and as a consequence leads to organisational commitment (Clinton-Baker, 2014).

2.8.2 Behavioural approach

This form of approach of commitment is also a one-dimensional approach and was established in 1960 from the work of Becker (Clinton-Baker, 2014). The author posits that workers make choices as to whether or not they stay as employees of a company. Furthermore, the author is also of the view that commitments come into play when an individual connects his/her interests with a steady line of activity. Meyer and Allen cited in Clinton-Baker (2014) propose that organisational commitment can be considered as a behaviour in terms of which employees are committed to a specific course of action as compared to a company. The committed behaviours of employees may make it difficult for a worker to leave a company, for the reason being that the assumed cost of leaving may be high (Clinton-Baker, 2014).

2.8.3 Motivational approach

This approach developed in an effort to incorporate the different viewpoints as well as to solve the main limitations of the attitudinal and behavioural approaches (Clinton-Baker, 2014). According to Martin and Roodt (2008), this approach centres on the state of commitment

referred to as cognitive predisposition. Mowday et al. cited in Clinton-Baker, (2014) conclude that the motivational approach can be considered as the worker having a sturdy belief in the company's objectives and being driven to apply more energy to attaining these objectives as well as wanting to stay working in the company. The motivated behaviour of employees may be escorted by diverse mind-sets found in various forms of commitment; therefore, the need to think through behaviours that are not essential of a person (Clinton-Baker, 2014).

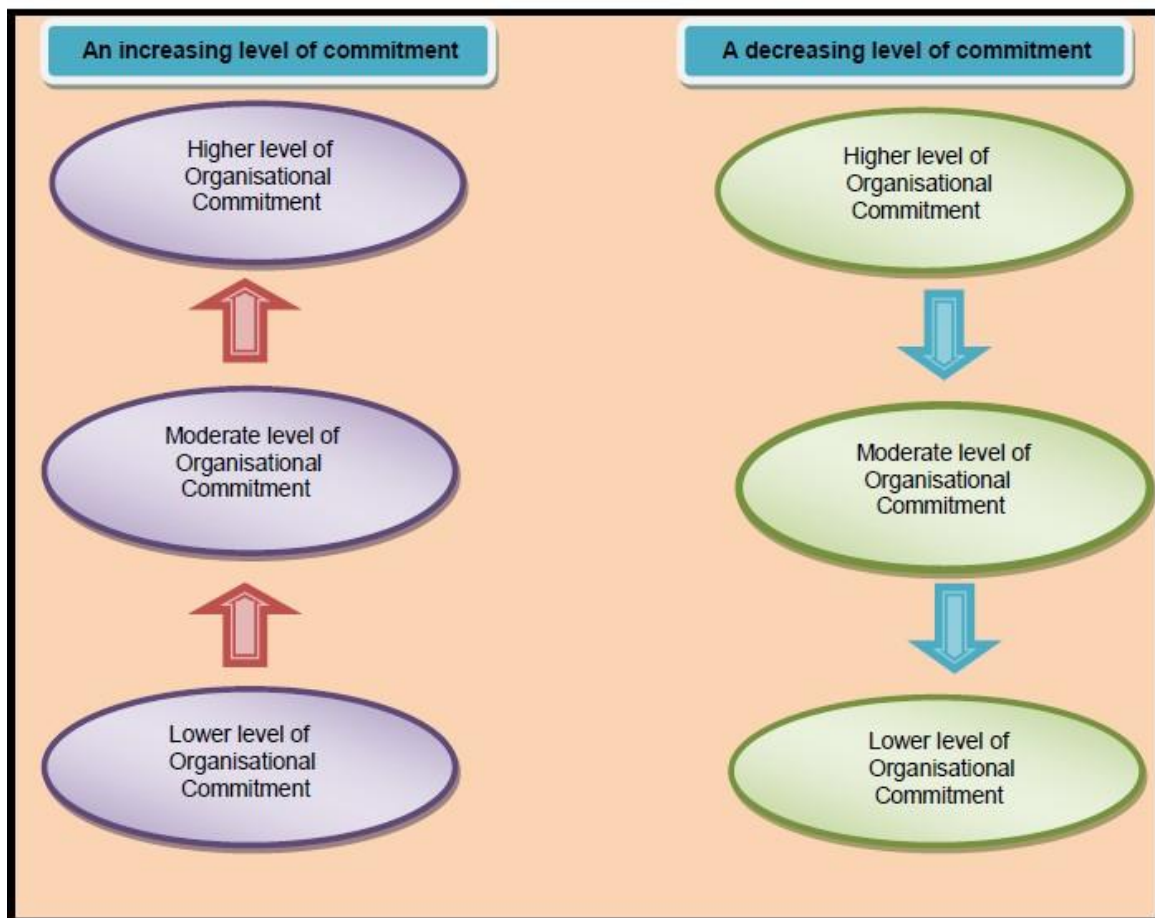
2.8.4 Multi-dimensional approach

According to Suliman and Ilse cited in Clinton-Baker (2014), organisational commitment has been studied in terms of both a one-dimensional and multi-dimensional viewpoint even though there have been rising agreements amid scholars and researchers that commitment is a multi-dimensional concept (Nazari & Emami, 2012; Somers, 2010). Suliman and Ilse cited in Clinton-Baker (2014) are of the opinion that the multi-dimensional approach views commitment as an emerging result of an interaction among emotional attachment, perceived costs as well as moral obligation. Additionally, Somers (2009) concludes that the multi-dimensional approach to organisational commitment is influenced by the commitment to organisational results, which amounts to even more once the various forms of commitment are joined as compared to a single form. Johnson, Groff and Taing (2009) established the organisational synergistic model, which postulate that organisational commitment theory and prediction are compromised when autonomous effects are considered at the omission of interacting effects. The researchers conclude that a company should stress on increasing numerous forms of commitment instead of concentrating on the attitudinal phase of commitment.

2.9 Levels of organisational commitment

According to Riechers cited in Manetje (2009), an employee can exhibit his/her commitment to an organisation in three levels which relate to the development of the employee. According to the researcher, these levels of commitment are higher level of organisational commitment, moderate level of organisational commitment and lower level of organisational commitment (Figure 2.3).

Figure 2.3 Levels of organisational commitment development



Source: Ferreira, N. (2012). Constructing a psychological career profile for staff retention. Doctoral Thesis. University of South Africa, Pretoria, p. 126.

Figure 2.3 illustrates the levels of organisational commitment when it is increasing and when it is declining and clarifies the different levels of organisational commitment.

2.9.1 Higher level of organisational commitment

Riechers cited in Ferreira (2012) posits that a high level of commitment is eminent by a steadfast acknowledgment of the company's aims, ideals as well as an interest in making an effort to continue working in the company. Additionally, Meyer and Allen cited in Ferreira, (2012) are of the view that the 'desire to remain' proposes that the behavioural style of an employee at this level links sturdily to affective commitment. This is where the employee stays because he/she wants to (Naik, 2012). According to Ferreira (2012), workers with this level of commitment to their company make great contributions to help the organisation develop. Cohen cited in Ferreira (2012) proposes that companies with employees who have this level of

organisational commitment may exhibit better performance as well as being more present and energetic at work.

2.9.2 Moderate level of organisational commitment

According to Riechers cited in Ferreira (2012), this level of organisational commitment is a judicious acknowledgment of a company's goals, values and the zeal to try and stay as a worker of the company. Furthermore, Meyer and Allen cited in Ferreira (2012) emphasise that the drive to stay working in the company is the recognition of an ethical commitment related to normative commitment. The employee stays with the company because he/she has to (Ferreira, 2012).

2.9.3 Lower level of organisational commitment

According to Riechers cited in Manetje (2009), the low level of commitment is notable by a lack of acknowledgment of a company's goals, values and the zeal to try and stay as a worker of the company. A worker at this level of organisational commitment is perhaps dissatisfied with the company; such a worker may remain in the company because he/she needs to do so (Ferreira, 2012). In addition, Meyer and Allen cited in Ferreira (2012) conclude that this level of commitment is related to continuance commitment. According to Manetje (2009), if such employees in this level of organisational commitment are given a choice, they will leave the company. Ferreira (2012) is of the view that employees with this level of commitment have the propensity to be less creative and some tend to be lazy at work.

2.10 Developing stages of organisational commitment

To better comprehend organisational commitment there will be a need to consider how commitment improves within a company. Johnson, Chang and Yang (2010) posit that organisational commitment advances through a number of stages, namely, compliance, identification and internalisation.

2.10.1 Compliance stage

According to Naik (2012), compliance is the first stage in the development of organisational commitment. Workers accept to be influenced by others during the course of this stage in order to profit from it. Employees at this stage accept the attitudes and behaviours not because of their common views. However, workers begin to adopt the expected behaviours as well as attitudes by the organisation which may result in rewards and benefits for the workers; this is

akin to continuance commitment whereby the employees analyse the relevant benefits for continuing to work in a particular organisation (Naik, 2012). Beck and Wilson cited in Naik (2012) emphasise that workers want to remain working in the company due to the rewards they get.

2.10.2 Identification stage

According to Manetje (2009), identification is the second stage in the development of organisational commitment which involves the workers accepting the social values of the company in order to sustain an adequate connection with the company. Workers begin to see themselves as part of the company by understanding their roles and duties within the company. According to Naik (2012), organisational commitment can be likened to normative commitment. The employee stays since he/she is steered by a sense of obligation as well as an allegiance to the company. Workers feel delighted to be a part of the company; they may regard the roles of the company as part of their personal character.

2.10.3 Internalisation stage

The last stage in the development of organisational commitment of employees is the internalisation stage. Workers start to see the social values of the company, which are innately satisfying and hence, align it to their individual ideals (Naik, 2012). According to Manetje (2009), workers are affectively committed to their organisations at this stage since they begin to have a sense of belongingness and enthusiasm to do beyond the requirements of their work. The standards of the employee are similar to that of the company.

2.11 Variables influencing the development of organisational commitment

According to Ferreira (2012), variables such as career stages, career success and psychological contract may influence the development of organisational commitment.

2.11.1 Career stages

Organisational commitment is an imbalanced attitude and might vary on a regular basis (Ferreira, 2012). In 1993, Allen and Meyer cited in Ferreira (2012) concluded that there is a decline in the earlier years when an employee is hired to work in a company. Newly employed individuals enter a company with honestly high predictions of how things will go. Allen and Meyer cited in Ferreira (2012) propose that as freshly hired employees realise and learn extra about the work as well as the company, they experience a 'reality shock' and emotional changes

result. At this juncture, newly hired employees who do not see an individual fit to their current organisation leave the organisation.

Affectively committed employees, who many choose to stay working in the company at this early stage, will stay because they want to (Ferreira, 2012). The various values and requirements that are eminent at different life phases of an employee's growth are vital to their reasons of commitment to the company at different career phases (Ferreira, 2012). According to Ferreira (2012), organisational commitment does have an influence on workers' career stages in their career and predictably on career success.

2.11.2 Career success

Callanan cited in Ferreira (2012) explains career success as an inspiring psychological accomplishment of an employee's work that is accrued due to his/her work experiences. According to Joiner, Bartram and Garreffa cited in Ferreira (2012), there have been various studies concerning the relationship between career success and commitment; though, the basis of this relationship is questionable. Employees who are very dedicated to their companies are more probably to be awarded by means of promotions as well as benefits and this will make them more loyal to the company and result in the company also being loyal to the employees.

Research by Romzek cited in Ferreira (2012) concluded that there is a relationship between organisational commitment and career satisfaction. Additionally, Chang cited in Ferreira (2012) established a model that supports the relationship between the two variables. The researcher proposes that career success may have an influence on an employee's relationship with his/her organisation (Chang cited in Ferreira, 2012). Similarly, Joiner et al. cited in Ferreira (2012) indicates that there is a connection between career success and organisational commitment.

2.11.3 The psychological contract

Maguire cited in Ferreira (2012) defines psychological contract as a worker's collection of predictions held, that point out the anticipations of the employee and the company concerning reciprocation of giving and receiving, for the period of their working relationship. A psychological contract is an important part of the relationship between the employees and the company (Ferreira, 2012). According to Cassar and Briner (2011), a psychological contract comprises of elements such as provision for commitment, organisational loyalty as well as

confidence in the organisation on behalf of the employee in return for proficient supervisors, contribution of opinions as well as feelings of organisational-fit in the company.

In addition, Ferreira (2012) posits that it is the fundamental agreement between the worker and the employer, where the worker comes to an agreement to do a precise job and the employer pays him/her in return. As a result of this, the employee may cultivate feelings of belonging to the company and this promotes feelings of career drive, career directedness as well as career venturing which, in turn, becomes part of the psychological career resources (Coetzee, 2008).

According to Coetzee and Bergh (2009), extra elements that impact the improvement of commitment in employees are remunerations, the nature of work and benefits.

2.12 Practical implications of organisational commitment

According to Carbery, Garavan, O'Brien and McDonnell cited in Clinton-Baker (2014), commitment is usually evaluated in the organisational behaviour literature by using diverse concepts, namely, the psychological state reflected in commitment, the antecedent situations leading to its improvement as well as the anticipated behaviour outcomes from commitment. Meyer and Allen cited in Clinton-Baker (2014) suggest an exact model for the antecedents and effects of organisational commitment. It begins with two key sets of variables that impact the improvement of commitment in an employee:

a) Distal variables

According to Clinton-Baker (2014), distal variables consist of variables which are related to the features of the company (for example, size and structure); personal characteristics (for instance, demographics, standards and expectations); socialisation experiences (for example, cultural and family); management practices (for instance, recruitment processes, training programs and remuneration); and environmental conditions (for example, unemployment rate and union status).

b) Proximal variables

Clinton-Baker (2014) emphasise that these forms of variables consist of work experiences (for example, the scope of work, relationships and participation); role states (for example,

uncertainty, conflict at the workplace and excess of work); and psychological contracts (for example, economic and social exchange).

Meyer and Allen cited in Clinton-Baker (2014) are of the view that affective commitment is established through work experiences like job challenge, degree of autonomy, the diverse skills used by the worker, the worker knowing his/her role at the company as well as the relationships amid the worker and his/her colleagues and manager. According to Clinton-Baker (2014), the dimension of continuance commitment is established by weighing the alleged transferability of the worker's skills as well as educational knowledge to other companies and the employee's opinion of his/her job prospects outside their present company. The improvement of normative commitment is, however, grounded mostly on the procedure of socialisation and acculturation of values. According to Meyer and Allen cited in Clinton-Baker (2014), the consequences of organisational commitment are retention, organisational citizenship behaviour as well as the well-being of the worker. It is imperative to elaborate on the organisational and individual perspectives of the practical implications of organisational commitment.

2.12.1 Organisational perspective

Mowday et al. cited in Clinton-Baker (2014) conclude that the commitment of an employee shows the manner in which employees see their connection with their company, which is what really makes them remain working in that specific company. By understanding this connection better, the companies are furnished to improve and introduce policies to strengthen the person-organisation fit. Similarly, research by Valentine, Godkin and Lucero cited in Clinton-Baker (2014) found that the ethical values of a company are directly connected to organisational commitment and organisational commitment is also directly linked to person-organisation fit.

Rashid et al. cited in Clinton-Baker (2014) conclude in their research that there is a significant relationship between business culture and organisational commitment, with both having an impact on the economic performance of organisations. A study by Lok and Crawford cited in Clinton-Baker (2014) emphasises that organisational culture and leadership styles are both significant antecedents of commitment. In addition, Farahani, Taghadosi and Behboudi (2011) conclude in their research that transformational leadership strongly and directly correlates with commitment.

Organisational commitment is a vital influence in attaining success in an organisation since it aids in promoting employee retention as well as a productive behaviour (Clinton-Baker, 2014).

a) Retention: turnover intention and turnover

According to O'Donnell, Jayawardana and Jayakody (2012), there have been numerous studies that report constant negative correlations between commitment and both workers' intentions to vacate the company and turnover. Miller, Haskell and Thatcher cited in Clinton-Baker (2014) conclude that organisational commitment is significantly connected to intention to leave. Research by Labatmediene, Endriulaitiene and Gustainiene (2007) found that the more committed workers are, the more likely they find it less probable of having intentions to leave the company. The authors recommend that companies can benefit from understanding the factors that predict organisational commitment since it will aid them in initiating interventions when issues relating to turnover intentions occur in the company. According to Neining, Lehmann-Willenbrock, Kauffeld and Henschel (2010), commitment increases job satisfaction and decreases turnover intention. However, Lok and Crawford cited in Clinton-Baker (2014) also propose that workers who are displeased at work are less committed and look for other opportunities to leave the company. This will lead to the organisation incurring losses in both the short and long run.

b) Productive behaviour

According to Ferreira, Basson and Coetzee (2010), there have been numerous studies that have analysed the relationship between organisational commitment and attendance and, have found a positive relationship amid them. In addition, there have been several studies about the relationship between organisational commitment and job performance (Meyer & Maltin, 2010). Sinclair, Tucker, Cullen and Wright (2005) scrutinised the consequences of performance ensuing from diverse combinations of affective and continuance commitment. The researchers propose that organisational commitment combinations that comprise of frail affective commitment are related to weaker performance measurements. Kelidbari, Dizgah and Yusefi (2011) conclude that all three dimensions of commitment correlated with job performance, with normative commitment having the sturdiest impact on the performance of employees. Similarly, Kuo (2013) concludes that organisational commitment has a positive impact on organisational performance.

2.12.2 Individual perspective

Meyer and Allen cited in Clinton-Baker (2014) propose that organisational commitment is vital to employees since it has been connected to the welfare of employees. Field and Buitendach (2011) emphasise that affective commitment has an affirmative relationship with life, well-being as well as employee engagement. Spagnoli and Caetano (2012) show how the variables of personality may directly as well as indirectly impact on commitment. Humphreys, Weyant and Sprague cited in Clinton-Baker (2014) conclude in their study that workers who are very committed are likely to see their supervisors as more effective as well as inspiring. According to Clinton-Baker (2014), a worker's relationship with his/her company also influences organisational commitment. Briscoe and Finkelstein (2009) suggest that an inconsistent relationship between a worker and his/her company does not necessarily end up in low organisational commitment. Lumley, Coetzee, Tladinyane and Ferreira (2011) concluded that there is a significant connection between job satisfaction as well as affective and normative commitment. Similarly, Farris (2012) established that job satisfaction has a 47 per cent precision when he investigated the relationship between the collaboration of the three dimensions of organisational commitment and job satisfaction.

2.13 Organisational commitment and Biographical Variables

Employees in an organisation may vary in terms of their talents, appearance and bio-graphics. Various researches have connected biographical variables with organisational commitment of employee (Salami, 2008; Forkuoh, Affum-Osei, Osei, & Addo Yaw, 2014). Such biographical variables may include the ages of employees, gender, length of services and marital status.

According to Parveen (2015), older employees usually exhibit higher levels of commitment at the workplace as compared to younger employees, since older employees can easily adjust themselves at work. Salie (2015) is of the view that as employees get older and move through several career stages, they become more committed to the organisation. However, Coetzee and Botha (2012) postulate that age as a biographical variable does not influence commitment of employees in an organisation. Furthermore, Ogba (2008) maintains that commitment to the company is higher in the young and older workers as compared to workers within the middle age groups.

According to a study conducted by Neelam, Bhattacharya, Sinha and Tanksale (2015), gender is a moderator for commitment of employees in an India's information technology industry.

Coetzee and Botha (2012) established that females are more committed as compared to male employees. However, Van Dyk, Coetzee and Tebele (2013) argue that females experience lower levels of commitment at the workplace than male employees. A study by Pourghaz, Tamini and Karamad (2011) concluded that there is no difference in male and female employees and overall commitment.

Salie (2015) posits that married employees are highly committed to their work as compared to the single employees. However, Affum-Osei, Acquaaah and Acheampong (2015) concluded that single employees were very committed to their job as compared to married and divorced employees. The authors are of the view that this may be due to the fact that married employees in the organisation are faced with finding a balance between family and work, which divides their commitment levels.

A long period of service in a particular organisation may lead to high level of commitment. Most researchers conclude that tenure influences organisational commitment of employees (Azeem, 2010; Salami, 2008; Iqbal, Kokash, & Al-Oun, 2011). According to Iqbal et al. (2011), the longer an employee stays in the organisation, they begin to have feelings of responsibilities for the organisation which in turn, increases their level of commitment. Furthermore, a similar study by Pourghaz et al. (2011) revealed that employees with shorter length of service scored high mean scores on organisational commitment as compared with employees with longer period of service.

2.14 Significance of organisational commitment

According to Anttila (2015), organisations can benefit from committed workers in different ways especially because commitment has a way of influencing the effectiveness of the company. Greenberg and Baron cited in Naik (2012) suggest that there are many affirmative results for a company when its workers are committed. Some of these positive outcomes for the company are that there will be an increase in productivity, reduced turnover rate and improved organisational citizenship behaviour. Meyer and Herscovitch cited in Anttila (2015) posit that an advantage of organisational commitment to workers is its tendency to impact positively on a worker's well-being. Additionally, Shahid and Azhar (2013) emphasise that organisational commitment increases a worker's job satisfaction. Both researchers postulate that workers who are committed to their organisations are enthusiastic as they often make

things work in the organisation even without perfect working structures which are vital for greater output in the company.

Anttila (2015) is of the view that organisational commitment results in better relationships as well as better performance of the company. Particularly affective commitment is known to correlate positively with the performance of the organisation. According to Naik (2012), high levels of affective, continuance and normative commitment is associated with a higher probability of affirmative consequences on the company. Committed workers build a healthy work environment, which is significant for organisational steadiness. High turnover in a company can be decreased by improving affective commitment in employees; however, it is merely justifiable as long as the company sustains the appropriate actions (Culpepper, 2011). Workers who are normatively committed, are more probable than not to remain working in their company due to their feeling of obligation to the company. Such a sense of duty may inspire workers to act properly and to do right by the company (Naik, 2012).

Recent studies on organisational commitment has also brought to light that commitment relates to employee well-being (Naik, 2012). The well-being of workers brings up an extensive variety of variables such as job satisfaction, physical as well as mental health, absenteeism at work, as well as mental and physical stress (Meyer, Stanley, & Parfyonova, 2012). Somers (2009) posits that workers who have an affective commitment for their organisation tend to experience a reduced amount of work stress as compared to workers who have greater levels of continuance commitment. According to Ferreira et al. (2010), the psychological connection an employee has with his/her company creates a mutual denominator in all the three forms of commitment. Workers who are extremely committed exhibit the readiness to share and make sacrifices that are expected of them in order to conduct active services (Naik, 2012).

2.15 Challenges for organisational commitment

According to Anttila (2015), the world of today as well as the current economic conditions brings numerous challenges for organisational commitment. Anttila (2015) argues that the commitment shown by the workers in such a time is very vital and may help save the organisation in the course of a predicament and it also has a key role to play in the long-run of the organisation, as it enables it get a better place in the market once the crisis is over. An organisation with committed workers has a competitive advantage in terms of talent plan and business results that are hard to replicate (Shahid & Azhar 2013). According to Anttila (2015),

circumstances such as economical hardships, changes in technology as well as consumer preferences can also push organisations to downsize, outsource and reengineer jobs so as to remain effective and successful. Due to such circumstances, it becomes very difficult for organisations to exhibit commitment in their workers (Anttila, 2015). As a result, Ruokolainen (2011) concludes that due to these reasons, workers of such companies do not find it easy to remain committed to their companies.

In this current day and age, the economy faces an unsettling environment which, to some extent, affects commitment (Anttila, 2015). Cohen cited in Anttila (2015) is of the view that in varying organisational environments, it is essential to inquire if workers identify themselves with organisations, the extent to which they are attached to the company and what influences it. On the contrary, there have been various arguments as to whether organisational commitment is still seen as a significant concept. Enache et al. (2013, p. 881) posit that “since companies can no longer promise life-time employment and workers are more and more wanting to change work organisations during their career, for workers it is more about career orientations these days rather than organisational commitment. Workers are looking for more emotionally satisfying lives by discovering the full potential of their career regardless of the company’s boundaries”.

2.16 Conclusion

This chapter presented the theoretical literature and empirical findings on organisational commitment. It commenced by focusing on conceptualising and defining organisational commitment, and elaborating on its antecedents as well as the factors that affect organisational commitment. It further critically addressed the three dimensions of Meyer and Allen’s model of commitment and its antecedents, the approaches as well as the levels of organisational commitment. Lastly, this chapter explained the practical implications of organisational commitment, its benefits and the challenges for organisational commitment. Whilst numerous dimensions have the potential to influence organisational commitment, this study assesses the impact of employee engagement on organisational commitment. Various studies support the fact that engaged workers are likely to be committed to their organisations that provides them with necessary resources to complete their jobs successfully. Hence, Chapter 3 will discuss the literature on employee engagement.

CHAPTER THREE

EMPLOYEE ENGAGEMENT

3.1 Introduction

The previous chapter was dedicated to discussing organisational commitment. However, this chapter explains and discusses the concept of employee engagement. In the past few years, employee engagement has been given much attention in academia. This is due to the fact that employee engagement has been suggested by a number of studies to partly contribute to improving an employee's performance, which leads to organisational success. An engaged worker is one who accomplishes work with desire and feels a deep attachment to work. Additionally, workers who are engaged are focused on their job as well as more enthused as compared to disengaged employees. Hence, they are more resourceful and have in mind the success of the company. Engagement brings about development in employees' productivity as well as reduces the turnover of employees in the organisation. For better understanding of this topic, this chapter will discuss the empirical and theoretical literature on employee engagement, the levels of engagement, the drivers of engagement, the dimensions as well as the benefits of engagement.

3.2 Definition of employee engagement

Khan in 1990 was one of the leading researchers to theorise that engagement of an employee brings out the emotional part of a worker when performing a job (Ahlowalia, Tiwary, & Jha, 2014). There have been vital concerns about employee engagement over the years predominantly due to misunderstanding, partly ascribed to the lack of an absolute definition, which resulted in engagement being operationalised and measured in an unpredictable way (Kular, Gatenby, Rees, Soane, & Truss, 2008). Employee engagement can simply be defined as an affirmative connection or attachment an employee has with his/her job (Khalid et al., 2015). Wollard and Shuck (2011) found employee engagement to be absolutely and significantly linked to job fit.

Additionally, Kazimoto (2016) believes that employee engagement is a motivational issue that empowers employees to offer their best towards the accomplishment of organisational objectives. Employee engagement is sometimes referred to as employee involvement and it has become one of the potential factors for organisational performance. Likewise, Khalid et al.

(2015) emphasise that engagement is a state of mind regarding an employee's fulfilment with pride in, as well as commitment to, his/her job.

MacLeod and Clarke (2009) describe engagement as a fixation of employees on their company's goals and qualities for the purpose of achievement and a feeling of prosperity. Employee engagement is a passionate, logical duty for the company, that is, the more employees receive financial and emotive support from the company, the more they feel indebted to pay back the benevolence by exerting their mental and physical assets to their work roles (Kahn, 2010). However, other literature emphasises that engagement is the vitality, contribution and an engaged emotion as well as an action-oriented endeavour towards the achievement of organisational aims (Dickson, 2011; Endres & Mancheno-Smoak, 2008; Macey & Schneider, 2008; Mathis & Jackson, 2011).

Additionally, Robinson, Perryman and Hayday cited in Hollebeek (2011) refer to employee engagement as a reciprocal exchange between an employee and an employer. Robinson et al. cited in Bedarkar and Pandita (2014) postulate that engagement refers to employees' positive attitudes towards the organisation and its values and, therefore, emphasise that an engaged worker is dependable and trustworthy, aware of the business context and works beyond the call of duty with co-workers to increase performance for the benefit of the company. Khalid et al. (2015, p. 175) state that "an employee engagement is not only about positive feelings and behaviours of the worker during his/her work. But it can also be denoted by organization citizenship behaviour, commitment as well as high involvement work practices". Additionally, most literature supports the fact that engagement leads to affirmative work results such as organisational commitment (Bakker & Demerouti, 2008; Field & Buitendach, 2011).

According to Davenport and Harding (2010), engaged employees cultivate a robust verge of belonging towards their company and are known for their willingness to strive to do more than what is required in their elementary roles. It is, therefore, imperative for managers to motivate their employees and empower them to be dedicated and engaged in their work (Truss, Shantz, Soane, Alfes, & Delbrige, 2013). Conversely, other researchers emphasise that engagement is for both top management as well as subordinates, enabling them to attain the company's objectives (Metha & Metha, 2013). According to Kular et al. (2008), the best stage to detect the level of engagement of a worker in an organisation is during the recruitment process of the worker. A worker's positive attitude and zeal towards his/her job will produce good

performance (Kazimoto, 2016). However, Shamila (2013) is of the view that workers are influenced by diverse elements, which need attention from the management in order for them to be highly engaged in their jobs. Employees' engagement in their work improves their state of thinking and increases their performance, thereby bringing about both an individual fulfilment as well as better contributions to the company (Kataria, Rastogi, & Garg, 2013).

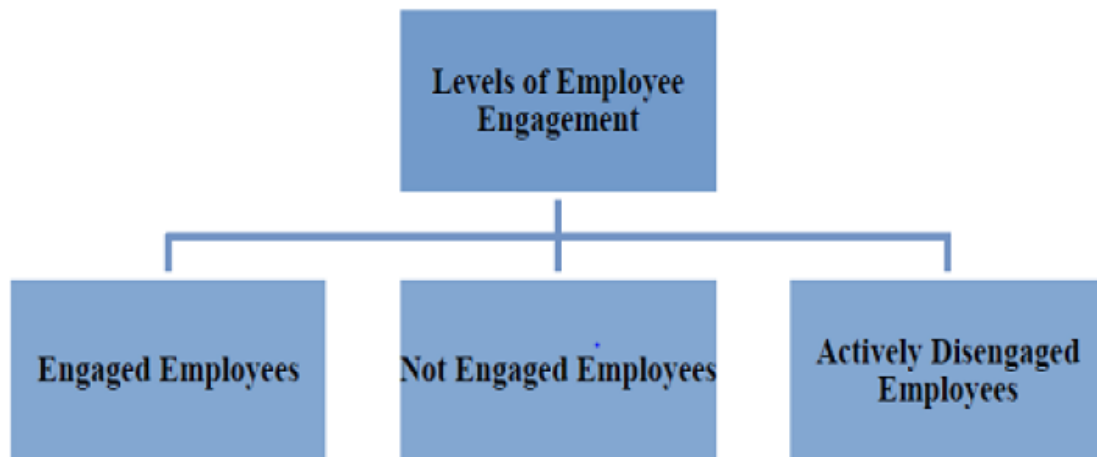
According to Agyemang and Ofei (2013), engagement refers to a worker's allegiance as well as commitment to his/her work. Employee engagement has an influence on the quality of goods and services produced as well as the gratification of the employees in the organisation (Bwire, Ssekabuko, & Lwanga, 2014; Marie, Ibrahim, & Al Naseer, 2014). Kazimoto (2016) believes that openness in behaviour is an essential factor that influences workers' engagement irrespective of their talents and knowledge. Therefore, the leadership needs to be more attentive to this issue when designing jobs for their employees (Kular et al., 2008).

Kruse (2012) posits that when employees are highly engaged, they tend to care for the companies they work in and use more determination to attain the company's objectives. In addition, employee engagement is a vital factor for the success of a company (Al Mehrzi & Singh, 2016). According to Paulsen, Callan, Ayoko and Saunders (2013), various researchers are of the view that engaged workers have more energy as well as play a part in their job through creativity, career development, teamwork and commitment. Saks and Gruman (2014) conclude that engagement is to be mentally, passionately as well as physically present during an employee's course of work.

3.3 Levels of employee engagement

According to Gallup (2013), employees exhibit three levels of engagement, namely, those who are engaged, not-engaged and the actively disengaged. Figure 3.1 depicts the levels of employee engagement in the organisation.

Figure 3.1 Levels of Employee Engagement



(Created by the researcher)

3.3.1 Engaged employees

Engaged workers are those who accomplish their work with desire and who feel a deep attachment to their organisation. These employees are very innovative and drive the company forward (Gallup, 2013). Workers at this level of engagement also help to attain organisational success (Al Mehrzi & Singh, 2016). Engaged employees feel passionate, empowered, involved, committed, satisfied, motivated, are entirely tangled in their work and willing to strive for more in attaining the company's goals and objectives (Mone & London, 2010). In addition, Wilson (2009) emphasises that a worker who is engaged in his/her job is completely active and passionately attached to the company as well as helping the company grow.

3.3.2 Not engaged employees

According to Gallup (2013), workers who are not engaged in their work, are those that are basically 'checked out' as well as passively engaged or lazy in accomplishing their work. Such employees are often present at work but they lack the drive and desire to do their work. An employee at this level of engagement might be present at work but absent minded throughout the working hours. These groups of workers do not have much energy and lack the enthusiasm to do their job. In addition, they do not have rapport with their co-workers and their managers. They contribute little to the success and development of the company.

3.3.3 Actively disengaged employees

At this level of engagement, workers who are keenly disengaged are those that are unhappy and who show how unhappy they are at work. Such workers deliberately and constantly undermine the achievement of their engaged colleagues at work (Gallup, 2013). Additionally, employees at this level contribute less to the victory of the company. They also carry the company in a harmful direction and this makes it difficult for the company to achieve its goals. Workers who are actively disengaged are of concern to the business as they express their dissatisfaction to colleagues and beyond (Gallup, 2013).

Hewitt (2013) suggests that there are four levels of employee engagement. According to Hewitt (2013), employee engagement is an emotional and a behavioral response to a specific work setting. As an emotional state, engagement comprises of passion, attention as well as motivation towards a task. However, engagement may also be seen as a behavioral response which goes beyond feelings and attitudes. An engaged worker also provides more discretionary effort by doing whatever it takes to accomplish his/her work (Hewitt, 2013). The levels of employee engagement and their matching descriptions as explained by Hewitt (2013) are represented in Table 3.1.

Table 3.1 Level of employee engagement

Engagement Category	Description
Highly Engaged	Employees feel a strong personal alignment to the mission, vision and objectives of the organization. With this emotional connection comes behavior—namely, active pursuit of opportunities to improve operations and/or the general work environment.
Moderately Engaged	Employees possess positive attitudes toward work and may engage in productive behaviors, but they are not fully invested in terms of commitment and significant discretionary behavior.
Passive	Employees simply come to work and go through the motions without any particular interest in work. While not as problematic as the actively disengaged, passive employees do not create a positive environment for innovation and progress.
Actively Disengaged	Employees feel disconnected from their jobs and tend to be unsatisfied at work. Their poor attitudes and emotions spread through the company, which can result in their own poor performance and poor performance of others.

Source: Hlapho, T. (2016). Key drivers of employee engagement in the large platinum mines in South Africa. Doctoral dissertation, University of Pretoria. p. 13.

Engaged workers speak positively about their organisation and are faithful to their organisation as well as go all-out for the company (Hewitt, 2013). In addition, such workers are very involved and passionate about their work, as well as act in an affirmative way that benefits the company (Hlapho, 2016). Conversely, actively disengaged workers depict undesirable attitudes to the company, which can be harmful to the success of the company (Avey, Wernsing, & Luthans, 2008).

However, a study conducted by the Blessing White Organisation in 2013 concludes that employee engagement can be grouped into five levels, which are engaged, almost engaged, honeymooners and hamsters, crash and burners and disengaged. According to Blessing White (2013), employees who are highly engaged are satisfied with their work as well as contribute to the success of their work. Workers who are very engaged in their jobs are categorised as being very committed as well as involved in their job and such employees also carry out their

job with more passion (Attridge, 2009). Additionally, Attridge (2009) suggests that there are key elements that have been testified for signifying employee engagement, namely, meaningful work, manageable workload as well as job security. Workers, who see their job as being manageable, are optimistic about a better future of their jobs, have an affirmative attitude towards their job and are highly engaged in their jobs (Attridge, 2009).

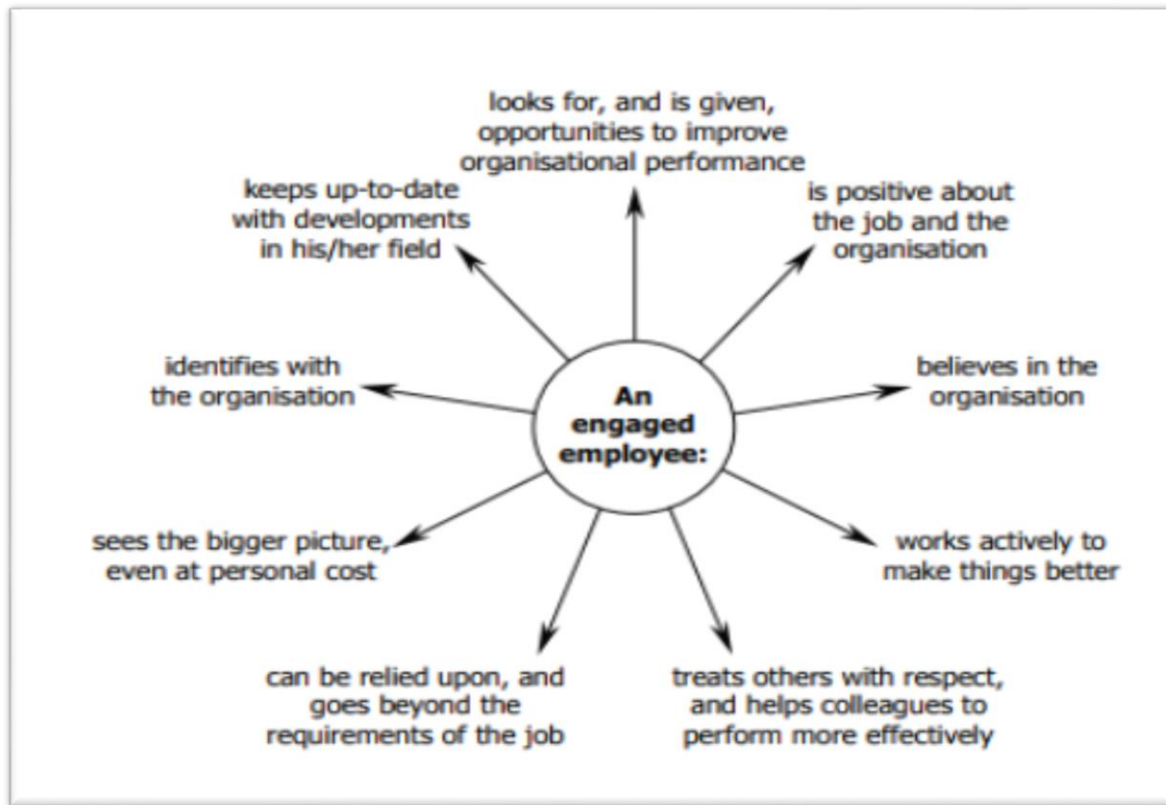
According to Blessing White (2013), employees who are almost engaged are rationally industrious as well as content with their work; nonetheless, these employees are enticed by other companies to leave their current organisation. The ‘honeymooners and hamsters’ are extremely content with their work and also satisfied with the remuneration they take but add little to the company’s success (Blessing White, 2013). Furthermore, Blessing White (2013) postulates that ‘crash and burners’ are extremely industrious and add to success of the company but they are not pleased with their individual success and may probably become vocal about their adverse opinions with regards to the company which may affect other workers. Finally, the ‘disengaged’ workers are very detached from the company’s main objectives and also have a transmittable negativity about the approach of the organisation (Blessing White, 2013).

Most researchers conclude that engaged workers are very beneficial to their company whereas workers who are actively disengaged have the capability to impact their colleagues negatively which might lead to low performance in the company (Gallup, 2013). Therefore, it is imperative for organisations to drive the engagement of all employees to help achieve organisational success.

3.4 Features of an engaged employee

According to Tran (2018), there are some basic features that most engaged workers exhibit. Figure 3.2 illustrates the features of an engaged worker.

Figure 3.2 Features of an engaged employee



Source: Tran, Q. (2018). Employee engagement-How does the organization increase engagement?-From the viewpoint of human resource representatives in Finland. Master's dissertation, Åbo Akademi University, p. 24.

An employee's engagement aids companies to develop well when it comes to performance due to the good results of engaged workers (Tran, 2018). Tran (2018) is of the view that the activities as well as the performance of the engaged workers can have an impact on the company in a progressive manner. Engaged employees also have a strong belief in the company, they keep improving their skills for the betterment of the company, they can be depended on in the company when things get difficult and they value their job. According to MacPherson (2013, p. 3), "during the economic challenges, the organisations with high levels of engagement outperformed the total stock market index and posted total shareholder returns that were higher than average. Alternatively, the organisations with low engagement had a total shareholder return that was below average". Therefore, engagement by employees does not only benefit the company in attaining the finest results in business, but also increases the worker's retention level in the organisation (Tran, 2018).

Tran (2018) also believes that engagement influences the output of the organisation and ultimately leads to the client's allegiance to the organisation. Robertson-Smith and Markwick (2009, p. 16) posit that "engaged workers work hard, are more loyal and are more likely to go the 'extra mile' for the company". Engagement gives the workers the chance to increase their skill in their job, to invest as well as cultivate in themselves the company's value (Tran, 2018).

It is important to note that engaged workers have three behaviours that ultimately increase organisational performance.

➤ **Say**

According to Kompas and Sridevi (2010, p. 92), "the employee advocates for the organisation to his/her colleagues, helps the organisation in acquiring more potential workers and customers, acts as the voice and identifies themselves with the organisation". The employees constantly communicate positive things about the company to their fellow workers, new workers as well as clients (Dutta & Sharma, 2016).

➤ **Stay**

Kompas and Sridevi (2010, p. 92) are of the view that "the employee who is engaged is more likely to be a part of the company, regardless of opportunities to work for or change job to another company". Similarly, Dutta and Sharma (2016) are of the opinion that the worker has a strong yearning to be a member of staff in the company even though he/she has other chances to work elsewhere.

➤ **Strive**

Kompas and Sridevi (2010, p. 92) are of the view that "the worker spends more time, effort and are resourceful in contributing and thriving for the success of the company, as well as see the success as significant for the company and also deem it significant for them". According to Dutta and Sharma (2016), the employees put forth more time, energy as well as creativity to bring success to the company.

3.5 Drivers of employee engagement

It is imperative for organisations to know what triggers or drives employee engagement so that they will know how to get the most out of their human resources so as to maximise results. A driver is something that leads to or results in a precise occurrence (Ahlowalia et al., 2014).

Most studies have tried to determine elements leading to employee engagement and established models to draw inferences for leaders to follow. However, their findings aim to detect the basic drivers that will raise the levels of employee engagement in workers (Ahlowalia et al., 2014). Research by AbuKhalifeh and Som (2013) reveal that development opportunities, good communication channels, reward, recognition, company's concern and care for the workers, have a great effect on a worker's engagement. Moreover, the relationships amongst subordinates, career options, job description as well as support from bosses are positively connected to employee engagement (Metha & Metha, 2013). An investigation by Kwenin, Muathe and Nzulwa (2013) emphasises that the level of employee engagement is affected by various elements such as autonomy, clearness in roles as well as unity in direction.

Jose and Mampilly (2012) are of the view that better human resource practices in an organisation will lead to high levels of employee engagement. According to Saks cited in Popli and Rizvi (2016), engagement is a multi-dimensional concept which indicates perceived supervisor support, rewards and recognition, justice as well as perceived organisational support as the drivers of employee engagement. Zhang (2010) concludes that wide communication at the workplace, trust and integrity, involving job, helpful managers, career development chances, contributing to the success of the company, pride for the company as well as supportive co-workers helps drive engagement in employees. Furthermore, Attridge (2009) concludes that leadership style, relating to a supervisor and subordinates' relationship is vital for promoting engagement.

According to Ahlowalia et al. (2014), a number of studies found that there are various elements that have the potential to result in employee engagement from which twenty-six major drivers were identified and the following eight were recurring and dominant factors:

➤ **Trust and integrity**

According to Ahlowalia et al. (2014), how the workers feel about the manner in which the management team communicates with them as well as listens to their needs and opinions determines their level of trust in management and can drive the engagement in employees. When workers communicate well with their supervisors and company, who are truthful and reliable, it helps to drive their level of engagement (Siddhanta & Roy, 2012).

➤ **Kind of job**

Siddhanta and Roy (2012) are of the view that the ‘kind of job’ is one of the drivers of employee engagement. The kind of job involves the main content of the job to be done by the workers, the level to which the job drives the passion and mental state of the workers, their degree of involvement in decision making and the level of challenge in the job (Ahlowalia et al., 2014). For workers to be completely engaged, their work should be challenging enough to inspire them (Siddhanta & Roy, 2012). Additionally, Cleland, Mitchinson and Townend (2008) also identified ‘work’ as a driver of engagement.

➤ **Drawing a line between individual and organisation’s performance**

It looks at how workers understand the firm’s goals and objectives as well as the importance of their contribution and personal performance to the achievement of those goals (Ahlowalia et al., 2014).

➤ **Career growth opportunities**

According to Ahlowalia et al. (2014), when the worker views his future in the organisation in terms of having the chance to be promoted as well as being able to advance his/her career it drives him/her to be highly engaged.

➤ **Pride about the organisation**

It is the level of esteem that the worker feels about being affiliated with the organisation and the extent to which he/she recommends the organisation, its products and brand to potential clients as well as displaying an affirmative feeling about the place of work (Ahlowalia et al., 2014).

➤ **Colleagues**

According to Ahlowalia et al. (2014), the impact that workers may have on their colleagues or peers as well as the affiliation they share, plays a vital role in their engagement as they spend a substantial amount of time with co-workers and this may help them to learn other things from them, which will drive the level of their engagement.

➤ **Employee development**

Employee engagement is influenced by the degree to which the worker feels that the organisation engages in efforts to develop workers’ capabilities and skills in order to enable

them to reach their highest potential (Ahlowalia et al., 2014). Employees will end up being highly engaged if the organisation invests in them by way of training programs, seminars and all forms of exposure which help develop their skills.

➤ **Personal relationship with manager**

The worker cherishes the relationship he/she has with their direct boss. This form of relationship has nothing to do with work-related issues. Engagement is influenced by the worker's perceptions of the rapport, closeness, bond and well-being shared with his/her supervisor (Ahlowalia et al., 2014).

In addition, a study conducted by Watson (2012) documented five best factors which can also help drive employee engagement:

➤ **Leadership**

Towers Perrin (2009) is of the view that leadership is an important key in growing a company. A supervisor who is very motivated will not only drive the company forward, but also discover appropriate ways to make workers go the extra mile in executing their work. Egwuonwu (2016) emphasises that certain good features possessed by supervisors may be imitated by workers which may help them to be engaged. Furthermore, Macey and Schneider (2008) believe that poor governance and management policies may have a harmful influence on employees.

➤ **Managing stress, balance and workload**

Engaged workers are able to manage stress and have a flexible work arrangement through having a healthy balance between their job and private life (Egwuonwu, 2016). In addition, Egwuonwu (2016) is of the view that for workers to be engaged in their work, there is a need for the company to make certain that the workers know the company's objectives as well as the steps needed to attain those objectives.

➤ **Supervisors**

Watson (2012) recommends that companies must employ the manager's knowledge on the way to manage workers, allocating jobs suitable for all workers according to the level of skills they have, and employ trustworthy managers who are reliable in their words as well as treat workers with respect.

➤ **Company's image**

A company's image also serves as a driver for employee engagement (Watson, 2012). Hence, companies must endeavour to build a highly considered brand name as well as show honesty and truthfulness when dealing with workers and business activities (Egwuonwu, 2016).

The drivers of engagement have been generally studied by companies, researchers as well as consulting firms; nevertheless, from the engagement drivers above, one can see that the concept of engagement is very wide and has many drivers.

3.6 Dimensions of employee engagement

According to Shekari (2015), an employee's engagement can be categorised into three dimensions:

3.6.1 Vigour

Shekari (2015) posits that vigour is a dimension of engagement that indicates greater levels of energy and mental resilience that an employee puts into his/her job. Employees also invest more power and determination in their work; they persevere in their work even when faced with challenges (Shekari, 2015). Similarly, according to Ahlowalia et al. (2014, p. 310), vigour is defined as "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".

Robinson (2018) emphasises that vigour is a genuine meaning that describes an engaged and a pre-emptive individual. The employees do not just have the eagerness to work but they also have more physical energy to go the extra mile. The main element in vigour is the level of energy the employee exerts in his/her work (Robinson, 2018). Additionally, workers who have more interest and feel active when doing their jobs help trigger positive energy within themselves that propels them to go beyond obstacles when doing their jobs.

Vigour is, therefore, significant to this study since it may aid in determining the level of energy and mental resilience a worker has towards his/her job.

3.6.2 Dedication

According to Rayton and Yalabik (2014), this dimension is about being enthused, passionate and highly involved in one's job. Dedication is an employee deriving a sense of importance

from his/her job, feeling passionate and satisfied about his/her work as well as feeling motivated and defied by the job (Hoon Song, Kolb, Hee Lee, & Kyoung Kim, 2012). It depicts the commitment aspect of engagement. The worker at this stage desires to do more in the company since he/she is motivated by the company, its vision, as well as his/her ability to contribute to the company's goal (Robinson, 2018).

According to Robinson (2018), workers who are dedicated feel appreciated by the company, since they have opportunities to contribute to the development of the company. In addition, dedicated employees find their contribution to the company very vital and this makes them want to do more. Workers who are dedicated to their job keep doing it even if it becomes challenging for them and as a result find contentment in handling difficult tasks (Robinson, 2018).

Dedication is, therefore, significant to this study since it may assist to determine the level of a worker's inspiration and enthusiasm towards his/her work.

3.6.3 Absorption

According to Rayton and Yalabik (2014), absorption is a sense of detachment from your environment, concentrating on your work and losing cognisance of the amount of time spent on a job. Similarly, Shekari (2015, p. 169) defines absorption as “concentrating and being engrossed in people's work, whereby passing time will be intangible and being detached from the job has some difficulties for them”. In addition, Robinson (2018) is of the view that an employee who is engaged in his/her job is deeply engrossed in it.

Employees who are absorbed in their work do not just get the work done but they do it to their best of their ability. Robinson (2018) believes that absorption is a choice that employees make to engross themselves in a job and not for the purpose of any extrinsic reward. As a result of the employee being absorbed in the job, he/she gives more attention to the job, likes working on the job, and derives intrinsic pleasure from it (Robinson, 2018).

Absorption is, therefore, significant to this study since it may assist to determine the level at which an employee is engrossed in his/her work.

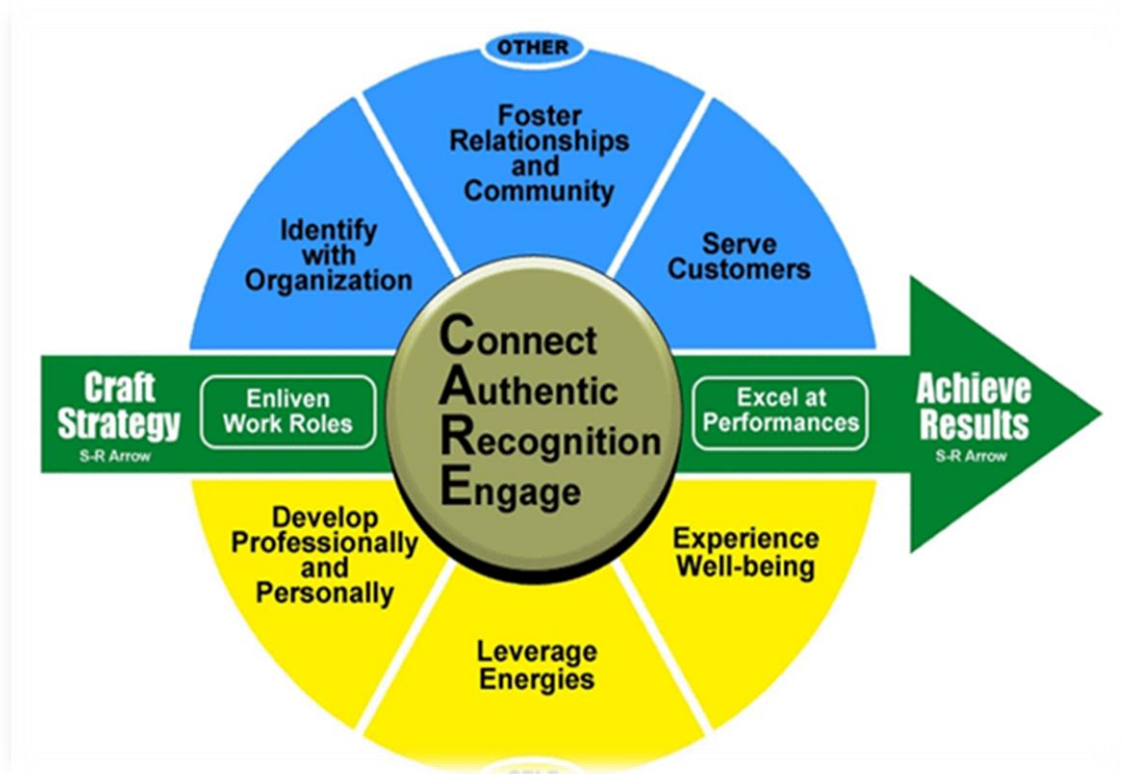
3.7 Models of Employee Engagement

There have been various studies which have come up with diverse kinds of models of employee engagement. For the purposes of this study, the Zinger model of employee engagement and the Penna hierarchal model of engagement will be discussed further.

3.7.1 Zinger Model of Employee Engagement

Zinger (2010) recommends a model for employee engagement referred to as the Zinger Model of Engagement. The researcher tried to balance the inputs of the organisation, supervisors as well as employees in developing engagement. According to Zinger (2010), employees will be engaged when positive energies are put together by the organisation, managers as well as workers. The Zinger model of employee engagement can be utilised by various individuals to cultivate engagement or increase their own engagement levels. Figure 3.3 depicts Zinger’s Model of employee engagement.

Figure 3.3 Zinger Model of Employee Engagement



Source: Shahin, N. (2014). Role of employee retention practices in Indian industry–A study of select multinational corporations in Jamshedpur. *International Journal of Engineering and Management Research*, 4(4), p. 208.

➤ **Achieve Results**

Managers of each company would like to have high levels of engagement amongst their staff. Chowdhury (2014) is of the view that employee engagement is focused towards attaining good performance outcomes. According to Zinger (2010), supervisors and their workers should work in a strategic manner to attain the company's goals and objectives. The researcher believes that if the managers have a good rapport with their subordinates it drives the employees to be more engaged and this will lead them to achieving results (Zinger, 2010). In realising results, team-oriented behaviours are also essential for supervisors in achieving a high level of engagement in workers (Xu & Thomas, 2011). According to Chowdhury (2014, p. 109), "the key question for this part of the model is whether the organisation knows what it wants to achieve and how will it know when the objective is achieved".

➤ **Craft Strategies**

According to Chowdhury (2014), a strategy needs to be created in order to reach a goal. Creating suitable policies in the organisation is a vital stage to attaining greater levels of employee engagement (Zinger, 2010). It necessitates preparation and consideration of the workers as well as the company. Jeevithaa (2016) posits that employees should have an idea of the company's purpose, plans as well as its goals. Supervisors ought to seek the help of professionals in crafting strategies in such a way that the right work is given to the right employee, thereby developing employee engagement. According to Chowdhury (2014, p. 110), "the key question at this part of the model is that, whether it is known how the results will be achieved and if everyone knows the company's intentions and plans, is the strategy engaging and whether there is enough employee engagement to fulfil the strategy".

➤ **Connected**

According to Zinger (2010), there should be effective communication within the company to enable workers to share their opinions as well as their glitches before the boss. This will enable the employees to be more engaged in their job. Jeevithaa (2016) is of the view that the most essential part of engagement is connection. Connection is seen as being synonymous with engagement (Chowdhury, 2014). According to Jeevithaa (2016, p.101), "connection explains the commitment of the workers starting from the strategies followed by the emotional bonding of the employees towards the company".

➤ **Authentic**

According to Zinger (2010), superiors should be effective frontrunners and should be concerned with the issues troubling their staff as well as help in solving them. When employees feel they can depend on their supervisor to help them solve their problems, they will be more engaged in their jobs. Furthermore, according to Chowdhury (2014, p. 110), “employee engagement must be authentic”. The author postulates that organisations should have a good and strong relationship with their employees, since it will enhance their engagement levels and make them feel happy at the workplace.

➤ **Recognition**

According to Chowdhury (2014), an effective engagement necessitates a strong recognition. Managers should complement the hard work of an employee publicly, so that it will boost other workers to work harder. Identifying the energies of workers openly in front of every person not only increases their energy but also inspires them to stay with the company and achieve their best (Zinger, 2010). It is important to make the workers aware of the significance of what they are doing and how their work is associated with results (Chowdhury, 2014).

➤ **Fully Engage**

According to Zinger (2010), anticipated outcomes can be attained in the fastest manner only if the workers are fully engaged in their jobs. An all-inclusive investigation about what really engages or disengages the staff must be conducted in the company to understand which factors really drive performance in the company. Engaging workers in a company is not something that is done once but rather it is a process and the company has to do its best to develop engagement in employees (Jeevithaa, 2016). Designing and implementing appropriate strategies is the next step. Hence, the supervisor should implement policies to engage the workers.

➤ **Enliven Roles**

According to Jeevithaa (2016), the roles that are assigned to workers are distinct from each other and contributes to the work they do in the company. Workers will like their job when it appears exciting to them. Supervisors should continuously work on redefining their jobs and duties in a way that eradicates dullness from their work and keeps employees fascinated in their job (Zinger, 2010). According to Chowdhury (2014, p. 110), “a role is a set of behaviours, rights and obligations at work. The organisation must be careful to guard employees against

too many roles or role overload while also fully being in the roles that contribute to results, relationships, and engagement”.

➤ **Identify with the Organisation**

Zinger (2010) is of the opinion that workers usually stay in a company for a lengthy time when they feel attached to their company. The company should know that the workers are vital possessions and minus them nothing can be accomplished. According to Chowdhury (2014, p. 111), “this is all about finding out if the employees are proud to work for their organisation and are equally proud to recommend the organisation to others and be constant brand ambassadors”.

➤ **Serve Customers**

According to Zinger (2010), engaged workers are capable of serving clients in a finest manner. They uphold a tradition to offer the good products and services to their clients. Jeevithaa (2016) postulates that workers attend to clients and, hence, there should be a sturdy connection between the workers and the clients. Making workers conscious of this tradition of the company regularly can aid them serve clients better (Zinger, 2010).

➤ **Develop Personally**

Companies should not only lay emphasis on achieving organisational goals and objectives but should also focus on the general development of the worker (Zinger, 2010). Similarly, Jeevithaa (2016) is of the view that workers working in a company should feel and have a sense of development with the company. Workers who grow with the company from the initial stage are intensely attached to the company and will always go the extra mile to attain success for it (Zinger, 2010). According to Chowdhury (2014, p. 111), “workers should experience both personal and professional development through work ranging from courses and learning to developing their own strengths, value, visibility, and engagement”.

➤ **Attain Happiness**

Workers who are content and happy with the company are the most vital assets to the company (Zinger, 2010). In addition, Chowdhury (2014) is of the opinion that for an organisation to be successful in business their workers must also be happy.

➤ **Excel at Work**

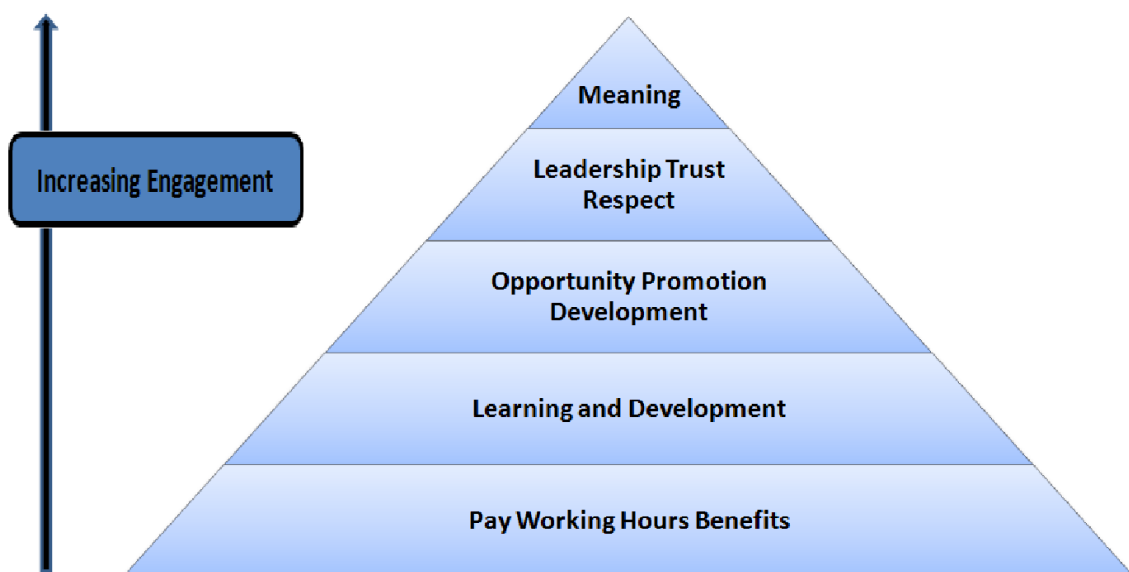
Zinger (2010) posits that inspiring workers to perform well in their job surely pays off. A company must have a system for identifying and awarding prizes to workers for their hard work so that they continue to perform better (Chowdhury, 2014). According to Jeevithaa (2016, p. 102), “when the engagement inside the company is properly concentrated on by the management, the performance of the workers can be increased”.

Another significant model of engagement is the Penna Hierarchical Model of engagement.

3.7.2 Penna’s Hierarchical Model of Engagement

Penna cited in Metha and Metha (2013) illustrates engagement in a hierarchical model (Figure 3.4). The model helps employees to find ‘meaning’ in their jobs. Penna cited in Metha and Metha (2013) explains ‘meaning’ as the fulfilment the employee gets from his/her work. The fulfilment the worker gets is as a result of being cherished and treasured, feeling a sense of belongingness to the company as well as the feeling of being able to contribute to the development of the company. According to Penna cited in Metha and Metha (2013), the company appears more dazzling to new workers and as a result they become highly engaged as compared to existing employees.

Figure 3.4 Hierarchical Model of Engagement



Source: Dutta, H. (2017). Employee engagement in selected banks of Northern India. Doctoral Dissertation, Chitkara University, Himachal Pradesh, p. 21.

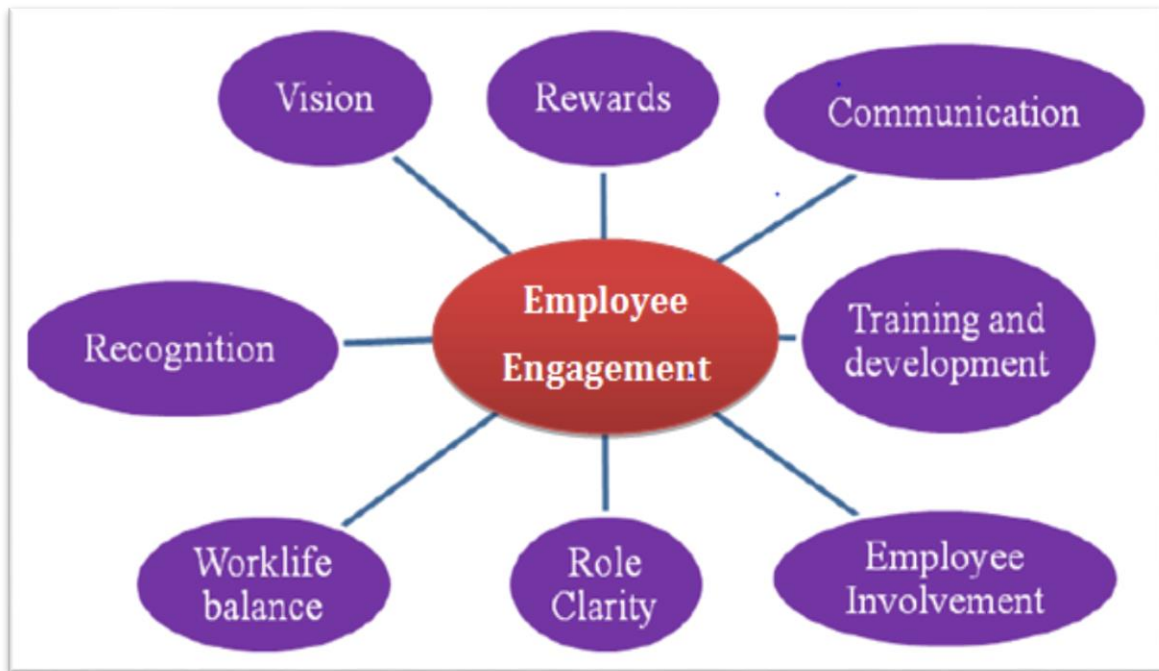
At the base of the model illustrated in Figure 3.4, Penna cited in Ahlowalia et al. (2014) displays fundamental needs such as salaries and financial rewards which when satisfied by the employer leads to the employee wanting to develop him/herself, increasing the worker's engagement level. The next level from the base of the model is learning and development. At this stage the employee after receiving the appropriate salary he/she deserves, will then like to learn more to develop his/her skills in helping the company grow. At the middle part of the model, the employee has the possibility of being promoted. Where an employee has the opportunity of being promoted, such an employee's level of engagement will increase. The next level of the Penna hierarchal model of engagement is about leadership styles. This is an integral part that influences the engagement of employees towards their work, in the sense that the manner in which employees are being led will determine their level of engagement. It is vital to know that once the worker has attained all the levels, he/she then fully aims at the apex of the hierarchy, which is attaining meaning at work. At this final level, the employee gets fulfilment in his/her job, thereby increasing his/her level of engagement.

According to Ahlowalia et al. (2014, p. 312), Penna (2007) explains meaning of work as "the situation where a job brings fulfilment for the employee, through which an employee feels valued and appreciated, having a sense of belonging towards the workplace and congruence between the organisational goals and an employee's personal aspirations". Numerous factors influence employee engagement and give meaning to their work.

3.8 Factors Influencing the Level of Employee Engagement

According to Doran (2013), there are various factors that influence the engagement of workers and in order for companies to determine those factors, it is essential that they understand what their employees find significant to enable them to work hard. Figure 3.5 illustrates factors that influence the level of an employee's engagement.

Figure 3.5 Factors influencing employee engagement



Source: Doran, A. (2013). An exploratory study of employee engagement in the financial services industry in Ireland. Doctoral dissertation, Dublin, National College of Ireland. p. 27.

3.8.1 Rewards

Wachira (2013) concludes that the majority of employees are motivated by rewards, which enable them to perform well at their work. Similarly, Khan, Shahid, Nawab and Wali (2013) are of the view that financial incentives motivate employees to perform better. According to Torrington, Hall and Taylor (2008), it is vital for companies to implement and design their reward systems by aligning their incentives with company's goals to make sure they are achieved. Companies with very lucrative rewards have less turnover rates as compared to those who have poor reward incentives (Torrington et al., 2008).

Gunnigle, Heraty and Morley (2011, p. 166) are of the view that "reward management has become especially important in helping to attract and retain talent and also in influencing engagement, performance and behaviour at work". Rewards help to entice, preserve as well as influence workers' conduct and performance at work (Gunnigle et al., 2011). According to Doran (2013), another form of a reward is recognition. The employer recognises and appreciates the good work done by the staff and then rewards them. Furthermore, most workers

would like to be recognised on a daily basis for their hard work by simply praising them (Doran, 2013). In addition, giving employees feedback is very vital since it helps them improve on their work (AbuKhalifeh & Som, 2013), thereby making them more engaged and attached to their work.

3.8.2 Employee involvement and effective communication

Rayner and Adam-Smith (2009, p. 29) are of the view that employee involvement “is a process usually initiated by management to increase the information given to the employees in order to enhance their commitment to the organisation and its business objectives”. Additionally, when workers feel they belong and are given responsibilities in an organisation, they tend to feel more involved and as a result will be engaged in their work (Doran, 2013). Robinson, Perryman and Hayday cited in Doran (2013) postulate that engagement is a two-way connection, which involves the boss and their subordinate who unceasingly needs to be encouraged so as to sustain high levels of engagement in them. Hence, both the boss and the employee need to work together as well as communicate with each other.

Once workers feel involved in their work, they feel that what they do is very essential (Sundaray, 2011), as a result the workers become highly engaged. The level of involvement of a worker is grounded on effective communication within the company (Rayner & Adam-Smith, 2009) and permitting workers to have a say is vital when considering employee engagement (Rees & Rumbles, 2010). This can be established through having suitable and operational communication channels that will aid in creating a very open and trusted environment resulting in greater levels of engagement (Attridge, 2009). Bhattacharya and Mukherjee (2009) maintain that workers in this current era are looking for something more than just financial rewards but rather a welcoming and pleasant work environment where their opinions and suggestions will be valued and considered so as to perform better in their jobs.

3.8.3 Vision and Role Clarity

According to Cook and Green (2011), when a company has a vision it believes in, it can motivate the workers to work towards accomplishing the vision and, hence, be motivated by it. Doran (2013) alludes to the fact that it is essential for workers to believe in the vision since it will aid them better in understanding what the company is trying to attain. It is significant for workers to know what the company expects from their roles, to enable them to know the objectives they are working towards (Cook & Green, 2011).

Workers should have an unblemished understanding of their company's values, objectives and precisely what the company is trying to attain (Cook & Green, 2011; Sundaray, 2011). Vision and role clarity are vital because if workers come to an agreement with how the company functions and have faith in what the company is trying to accomplish, this will improve the levels of employee engagement (Doran, 2013). Bhatti and Nawab (2011) suggests that when workers are not clear about their roles, it can end in them not achieving their expected goals.

3.8.4 Training and development

According to Armstrong (2014), workers who feel their company invested in them will become more engaged in their work and they will end up being committed to the company. Ahmadi, Ahmadi and Abbaspalangi (2012) recommend that is vital for companies to manage talented employees because they are limited. When employees are invested in and developed by their company it makes them feel a sense on belongingness to their organisation, which will result in high employee satisfaction (Ahmadi et al., 2012). Furthermore, it helps to sustain as well as promote the company's competitive advantage (Ahmadi et al., 2012).

Sundaray (2011) believes that when companies have less training and development programmes it can push employees to leave the company. During the training and development programmes workers can acquire new skills and knowledge which might initiate a new interest in their work (AbuKhalifeh & Som, 2013). Training and development impact on the performance of employees and enables them to accomplish organisational objectives (Falola, Osibanjo, & Ojo, 2014). According to Fraser (2013), organisations should perform well-structured training needs assessments that will be able to identify and address the real areas in which employees require training. In addition, the organisation should invest in the training and development of employees so as to maximise the skills and productivity of the employees (Gupta, Bostrom, & Huber, 2010).

3.8.5 Work-life balance

According to Armstrong (2014), work-life balance is the equilibrium a worker has between his/her work duties and duties outside of the job. Doran (2013) posits that it can influence the levels of engagement. Workers who are coerced to work for longer hours can have their normal life outside the workplace being affected and hence, they become disengaged in their job. Nevertheless, Bakker, Demerouti and Lieke (2012) believe that when workers are able to balance their work-life and their social lives well, it can generate optimistic sentiments within

them. This can help the employees to be more self-assured and have a positive mind-set about the work they do (Bakker et al., 2012). It is evident that having appropriate work-life balance strategies in the workplace can cause employees to be happier, which will lead to a devoted and engaged workforce.

3.9 Impact of engagement on bottom line results

According to Ahlowalia et al. (2014), there are numerous studies on the concept of engagement and its impacts on organisations which lead to the increase in the success of companies. Previously companies concentrated more on increasing productivity, but in this current era they are considering how best to make their employees feel better at the workplace, employee empowerment as well as employee engagement in providing a maintainable competitive advantage (Ahlowalia et al., 2014). Some bottom-line results of workers being engaged in their jobs include:

3.9.1 Productivity

Workers who are highly engaged in their jobs tend to be more proficient and industrious since they are driven beyond their individual factors (Ahlowalia et al., 2014). Workers who are engaged are focused on their job as well as more enthused as compared to disengaged workers. Hence, they are more resourceful and have in mind the success of the company. According to Harter, Schmidt, Asplund, Killham and Agrawal (2010), highly engaged workers are very productive at the workplace. Riordan (2013) recommends that happy and engaged workers help the company to attain its growth objectives, which shows a rise in productivity as well as helps the company to increase its return on investment. Employee engagement is a basic element for a company's success since it is related to productivity and employee commitment (De Beer, 2014).

3.9.2 Retention

The engagement of a worker can lessen their intention to leave, annual turnover and really reduce the expenses related to hiring new employees, thus ensuring a massive saving for the company (Ahlowalia et al., 2014). Organisations with highly engaged workers have a high retention rate and as a result, have less turnover as well as reduced intentions to leave the organisation (Kompaso & Sridevi, 2010). A strong relationship between a manager and an employee is a vital element in employee engagement as well as retention. Employee engagement has become an essential concept in organisational research as a result of its

relationship with workers' performances, which stimulate organisational retention (Chalofsky & Krishna, 2009).

3.9.3 Customer Satisfaction/Loyalty

Workers play an essential part in rendering services to customers as well as the ability of the worker to be pushed by efforts to motivate client loyalty. Clients have a high tendency to endorse a product or a service to others due to their affirmative experience and such an experience is usually due to interactions with frontline workers of the company. The manner in which workers treat clients when they visit the company is significant in forming an opinion about the company's image (Ahlowalia et al., 2014). According to Gonring (2008), various studies recommend that there is a connection between engagement and customer satisfaction, customer loyalty and customer advocacy. Engaged workers care more about meeting clients' needs as well as empowering them to have an affirmative experience (Ahlowalia et al., 2014).

3.9.4 Absenteeism

The workplace has a part to play in defining the level of well-being and it is evident that there is a sturdy relationship amid employee engagement, well-being and absenteeism (Ahlowalia et al., 2014). Additionally, Ahlowalia et al. (2014) posit that the rate of absenteeism at the workplace can be linked to the level of engagement of employees. Workers with high levels of engagement have more concentration and competence and this helps lessen the rate of absenteeism at the workplace (Harter et al., 2010). Workers who are more immersed in their job are usually punctual at work (Ram & Prabhakar, 2011).

3.10 Employee engagement and biographical variables

According to Maslach and Leiter (2008), the personality and biographical variables of employees impacts the engagement of employees in an organisation and such variables include age, gender and tenure. Understanding such variables in relation to engagement is a challenging due to lack of evidence in research. A study conducted by Avery, McKay and Wilson (2007), among 901 employees in the UK revealed that engagement was negatively correlated to age and tenure of employees. Most researchers conclude that older employees were more engaged than younger employees (James et al., 2011; Morison, Erickson, & Dychtwald, 2006).

As far as gender is concerned, Avery et al. (2007) postulate that female employees are more engaged as compared to their male colleagues. According to Shukla, Adhikari and Singh

(2015), usually females are responsible and more composed; thus, are more engaged. A study by Yildirim (2008) in Turkish concluded that the levels of engagement did not significantly differ between female and male employees. Additionally, Sprang, Clark and Whitt-Woosley (2007) are of the view that female employees are at a higher peril of developing stress as a result of work pressures and family responsibilities and hence, may report low engagement.

In relation to employee engagement and marital status, a study by Gulati (2016) indicated that there is a significant difference between the levels of engagement and marital status of employees. Employees who are single have little responsibility at home and have more energy and time to spend on jobs which as a result increases their engagement (Kong, 2009).

3.11 Benefits of employee engagement

Workers with extreme levels of engagement can be beneficial as it generates an affirmative environment at the workplace, which makes workers have an optimistic attitude towards the company that helps to increase the company's production level (Sundaray, 2011). According to AbuKhalifeh and Som (2013, p. 41), "when workers are not engaged in their work it will affect their levels of performance through higher absenteeism, higher turnover, lower productivity, recruitment and training cost". Conversely, when workers are highly engaged in their work, they become more committed to stay in the company as well as work together with the company to attain its aims (Bakker et al., 2012). This results in higher levels of performance by employees. According to Allameh, Shahriari and Mansoori (2012, p. 386), "an individual is more likely to undertake certain behaviour if he/she has a positive attitude toward undertaking the behaviour". Hence, when workers are optimistic about their company, it results in greater performance as well as engagement levels amongst the workers (Doran, 2013).

Rothmann and Rothmann (Jr) (2010) are of the view that through economic challenges, workers should be pre-emptive and devoted to producing high quality performance standards and this can be achieved when employees are engaged. Also, engaged workers are very passionate when it comes to their job; this means such workers will go further than the requirements of the work (Doran, 2013). According to Macey and Schneider (2008), a worker's level of engagement can increase a worker's commitment, desire, zeal, effort as well as vitality in relation to his/her job. Additionally, some major features that can be attained through a worker's engagement are high productivity, job and customer satisfaction, motivation, commitment, passion and organisational commitment, an energetic working environment,

teamwork, low absenteeism rates and higher profitability (Cook, 2008; Macey & Schneider, 2008). Furthermore, engaged workers are very focused, more productive, likely to stay longer working in the company and are very profitable as compared to their other co-workers who are less engaged (Doran, 2013).

According to Rana, Ardichvili and Tkachenko (2014), employees tend to perform their job well when they are highly engaged in their job which makes them unlikely to leave their company and this shows their positive organisational conduct. Employee engagement has an affirmative link with the success of the organisation (Shuck, Reio Jr, & Rocco, 2011; Subrahmanian, 2014). Swarnalatha and Prasanna (2013) posit that engaged workers are hardworking, devoted and usually go the ‘extra mile’ to help the company. Employee engagement is acknowledged to be a major driver of organisational success and it offers organisations competitive advantage over its competitors (Gruman & Saks, 2011; Rana et al., 2014; Xu & Thomas, 2011), particularly through economic challenges faced by the organisation.

3.12 Criticisms of employee engagement

Research on the construct of engagement has brought up a number of criticisms about it. For instance, the concept faces condemnations since it overlaps with concepts like job satisfaction (Newman & Harrison, 2008; Wefald & Downey, 2009). Though, the similarities it has with other constructs within the organisational science field are not new in research (Egwuonwu, 2016). According to Masson, Royal, Agnew and Fine (2008), the concept of engagement has been condemned due to its lack of ability to have dependable lucidity and measurement. Fine, Horowitz, Weigler and Basis (2010) explain and measure engagement as satisfaction, commitment as well as discretionary effort. However, Mone and London (2010) measure the engagement of workers by combining six unique concepts. In addition, Gallup (2013) also measures the engagement of workers using twelve Gallup surveys. All the differing measurements used to measure employee engagement have led to its vagueness.

Research about the concept of engagement has been attacked for seeing engagement as a motionless feature (Dalal, Brummel, Wee, & Thomas, 2008). There is a captivating disagreement about employee engagement due to the fact that Khan cited in Egwuonwu (2016) views engagement as a state of mind by which workers modify themselves according to the recedes and flows of everyday work. Moreover, the disarrangement as to whether engagement is a state or a behavioural concept has made the concept more confusing (Egwuonwu, 2016).

In addition, some studies view engagements as a state, although others describe it as comprising a mental state that is displayed in the behaviour of employees, while others view it as a factor that enhances an organisation's performance (Egwuonwu, 2016).

Notwithstanding the criticisms about employee engagement, further investigation is still ongoing about the concept, with a greater number of verdicts supporting that engagement enhances the performance of employees (Egwuonwu, 2016).

3.13 Relationship between Organisational commitment and Employee engagement

Commitment is vital in the work environment since it produces good results and connected to engagement (Field and Buitendach, 2011). According to Agyemang and Ofei (2013), there is a significant relationship between organisational commitment and employee engagement. In addition, the authors concluded that employees at private organisations are highly engaged in their work as compared to employees at public organisations. A similar study by, Bakker and Demerouti (2008) and Field and Buitendach (2011) concur with the findings of the above authors.

Employees tend to be very committed when they feel a strong sense of attachment to their jobs. According to Attridge (2009), for employees to be highly engaged they need to both committed and involved towards the values of the organisation. Frese (2008) believes that commitment is a valuable feature of employee engagement, which enables employees to accomplish organisational objectives. Workers who are engaged, tend to improve on their duty to give back to their company for resources provided, thereby making them committed to their company (Hakanen, Schaufeli, & Ahola, 2008).

3.14 Conclusion

This chapter presented the theoretical literature and empirical findings on employee engagement. It commenced by focusing on defining employee engagement, the levels of engagement, the drivers of engagement as well as its dimensions. It further critically addressed two models of engagement and factors that critically influence engagement. Finally, this chapter explained the benefits and criticisms of employee engagement. Chapter four provides insight into the methodology adopted in undertaking the research.

CHAPTER FOUR

RESEARCH DESIGN

4.1 Introduction

While the preceding chapters were dedicated to reviewing and analysing the literature on organisational commitment and employee engagement respectively, this chapter presents the research methodology to be adopted in investigating the connection between employee engagement and organisational commitment in the Ghanaian banking environment. It is vital to understand that every research must have a research design with detailed plans for conducting the research. This chapter discussed the sampling technique and description of the sample and justifies the sample size. It also elucidated how data was collected and analysed. Furthermore, the statistical analyses used to determine the psychometric properties of the measuring instrument are assessed. Lastly, the ethical principles that form part of the study were outlined.

4.2 Objectives of the study

In order to explore the research problem outlined, the researcher formulated research objectives that provided direction and was used as milestones for the study.

The study addressed the following research objectives:

- To assess the level of employee engagement among employees in a banking institution.
- To investigate the level of organisational commitment among employees in a banking institution.
- To investigate the relationship between employee engagement and organisational commitment among employees in a banking institution.
- To evaluate the influence of biographical profiles (age, gender, tenure and marital status) on employees' engagement and organisational commitment respectively.
- To determine the extent to which the variance in organisational commitment is due to the sub-dimensions of employee engagement (vigour, absorption, dedication) respectively.

4.3 Sampling technique and description of the sample

Sampling is an art of picking out some elements, and units from a whole population to take part in a specific study (Sekaran & Bougie, 2016). Frequently, researchers are obliged to set boundaries in their study, to a part of the population, because it was very difficult to obtain information from the entire population (Fox & Bayat, 2007). There are two kinds of sampling methods, namely, probability and non-probability sampling. Since, the study used a mixed method approach, a probability and a non-probability sampling method were employed in the selection of the participants.

4.3.1 Population

Sekaran and Bougie (2016) defined population as an entire group of people, events, situations or things that the researcher wants to examine. Furthermore, a population comprises all elements that meet certain standards for inclusion in a study. A population comprises of elements; therefore, an element is a single unit of the population. For the purpose of this study, the employees of a reputable private financial institution at Prempeh II Street, Tafo and Ahodwo in the Ashanti Region of Ghana were the target population for this study. These branches were considered for the study based on a number of reasons. These include their ease of accessibility to customers and their prominence as compared to other branches in being a reputable private financial institution. The population of the entire workers in these three branches were 183 employees including junior, middle and senior management employees.

4.3.2 Sample size

According to Salaria (2012), a sample is the unit or subgroup of a larger population, which is selected for a unique study with the aim of providing useful information about the entire population. It is a subset of the entire population. Nevertheless, DiGaetano (2013) acclaims that samples are not drawn from the target population but rather they are drawn from the sample frame. The author postulates that a sample frame is a listing of all the elements in the specific population or group from which a sample is chosen for participation in the study. The sample frame for this study comprised of 180 employees working in all the three branches of the bank. The sample frame constituted of both middle and senior management employees in all the three branches of the bank in the Ashanti Region of Ghana.

Based on the sample frame, a sample size of 123 participants were selected to participate in the study. The sample size of 123 participants selected for this study was determined using Sekaran

and Bougie's (2016) population-to-sample size table. According to Sekaran and Bougie (2016), for a sample frame of 180 people, the appropriate sample size to be used was 123 participants, hence, it was upon this recommendation that the sample size of 123 participants were nominated to partake in the study.

$$P(\text{inclusion}) = \frac{\text{the sample size}}{\text{Total population}} = \frac{123}{183} = 0.67$$

Hence, the probability of being selected as a sample in the study could be given as 0.67. A sample size of 123 was adequate to permit the researcher to gather sufficient data from the participants about the levels of engagement and organisational commitment of employees in this banking institution.

4.3.3 Probability Sampling

Probability sample provides a known non-zero chance of selection from each population element, and the random sample is considered a special case in which the population has a known and equal chance of selection (Odoh, 2015). In order to ensure that each element of the population had an equal chance of being selected for the research, a probability sampling technique called simple random sampling was used and each participant was drawn using a random number table. This technique was considered suitable because it enables the generalisability of results (Sekaran & Bougie, 2016). Simple random sampling is an unadulterated and the most honest probability sampling strategy. The rationale for the use of simple random sampling was that it eliminates partiality from the selection process and the results are viewed as a true representation of the sample.

4.3.4 Non-probability sampling

The non-probability sampling technique is a sampling method that was employed in qualitative studies. According to Battaglia (2011), non-probability sampling is a technique of selection, which does not give each participant an equal chance of being selected for the study. The non-probability sampling technique includes convenience sampling, purposive sampling, judgement sampling and snowball sampling. However, the nature of the investigation required the use of the purposive sampling method. Bett, Onyango and Bantu (2013, p. 550) describe purposive sampling as a "sampling method where the researcher deliberately decides who to include in the sample". Purposive sampling is widely used in qualitative research, which aims

to gather more information about the subject matter under study (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood, 2015).

Purposive sampling in the form of judgement sampling was the most appropriate technique for the selection of the participants. Judgement sampling targeted participants such as branch managers, operational managers as well as sales managers in the various selected branches of the banking institution. The choice of this sampling technique was important to the study because it enabled the researcher to select participants who had much knowledge about the engagement and commitment levels of their employees. In recruiting the participants for the study, the researcher requested a list and contact details of all the participants (branch managers, operational managers and sales managers). The researcher arranged an appointment with each of the participants concerning where and when the data can be collected.

4.4 Data Collection

Data collection was the art of gathering and measuring information on variables of interest, in the most established and systematic manner that enabled the researcher to answer specific research questions in relation to the topic under investigation. The data collection instruments for this study are structured interviews and closed-ended questionnaires.

4.4.1 Structured interviews

According to Sekaran and Bougie (2016), an interview is a guided, purposeful conversation between two or more people. Interviews are the main instruments of collecting qualitative data. It can either be structured or unstructured verbal communication between the researcher and participant, during which information is obtained for the study. For the purpose of this study, structured interviews were used (Appendix C). Structured interviews are fast and easy to conduct (Sekaran & Bougie, 2016). In addition, it provided an atmosphere that helps to lessen anxiety or fear of the participants. However, a structured interview has an inadequate opportunity for interviewees to go further than the set questions (Turner III, 2010). Also, structured interviews are not flexible, meaning that, newly discovered questions cannot be asked in the course of the interview.

The structured interviews ensured that managers had equal opportunities to provide information about levels of employee engagement and organisational commitment in the organisation. The choice of this approach enabled the researcher to ask the candidates the same

questions in the same order and evaluate the questions using common themes whilst assessing common phenomena. The interviews lasted between 25 and 30 minutes for each participant. As mentioned above, the participants for the structured interviews will consist of only branch managers, operational managers and sales managers. A total of 12 participants held these positions in the three branches selected. Based on the population of 12 managers, a sample size of 10 participants were selected to participate in the study. A sample size of 10 participants were chosen upon the recommendation by Sekaran and Bougie's (2016) population-to-sample size table, the researcher found 10 participants to be sufficient enough for the study.

4.4.1.1 Construction of Structured interviews

The interviews focused on three main parts (Table 4.1). The first part relates to the biographical data of the participants such as age, gender, tenure and marital status. The second part of the structured interview assessed the levels of engagement of employees. This part entailed a question each under the fundamental dimensions of engagement (vigour, absorption and dedication) and thereby comprised of 3 questions as focused on in the Utrecht Work Engagement Scale. The third part of the structured interview measured the levels of commitment of employees and entailed a question each under the basic dimensions of commitment (affective commitment, continuance commitment and normative commitment) as focussed on in the Allen and Meyer Three-component commitment scale. Thirty (30) minutes was allocated to undertake the interview with each participant. These parts and the number of items measuring them are reflected in Table 4.1.

Table 4.1 Structured Interviews: Biographical Data and Dimensions of Employee engagement and Organisational commitment

Part	Dimensions	Number of items
One	Biographical data (age, gender, tenure and marital status)	4
Two (Employee engagement)	Vigour Absorption Dedication	1 1 1
Three (Organisational commitment)	Affective commitment Continuance commitment Normative commitment	1 1 1

4.4.1.2 Validity and Reliability of the structured interviews

In evaluating the validity of the structured interview, face validity was ensured by ensuring that the interview items were based on recurring aspects that featured when conducting the literature review on work engagement. Only items that related directly to the measurement of work engagement were retained. Furthermore, in the interviews, the validity of the study was ensured by probing the participants with questions that are not clearly answered in order to clarify the given response. The researcher also ensured that the coding of the themes was properly done. The codes were identified and summarised by the researcher. It was then discussed with the supervisor and agreed upon before the analysis was done. The decision of doing this was to ensure the validity of the results.

In addition, data is considered reliable when it consistently provides the same results over time. Furthermore, for the structured interviews to be more reliable, the measurement should remain consistent. The reliability was secured by analysing and retesting of the structured interview over a period of time by means of the pilot study. The validity and reliability of the structured interview was ascertained in this research with the aid of the study supervisor decreasing the bias related to content and thematic analysis by double checking the coding of the transcripts before agreement was reached on the objective categories.

4.4.2 Questionnaires

According to Sekaran and Bougie (2016), questionnaires are pre-framed set of questions designed to elicit information from participants, usually within closely well-defined choices. This data collection method is considered suitable because the researcher knows exactly what information is needed (McCusker & Gunaydin, 2015), it is a less expensive technique (Doran, 2013) and it can be used when a group of people are gathered in a particular space to whom the questionnaires will be administered and collected back easily (Ragha, 2015). In this study, questionnaires were designed (Appendix B) based on the objectives of the study and administered to 123 participants in the selected branches of the banking institutions.

4.4.2.1 Questionnaire design

The researcher ensured that the items in the questionnaire were constructed in clear and simple language by taking into consideration the educational, religious and cultural backgrounds of the participants as well as ensuring that the language approximates the level of understanding of the participants. Additionally, when designing a questionnaire, the researcher took cognisance of the general appearance of the questionnaire, wording of the questions as well as the response categories. Furthermore, the researcher ensured that the questionnaire was concise, by asking just items (questions) which were significant to the study. This helps to eliminate misinterpretation, which might result in invalid findings (Sekaran & Bougie, 2016). In this study, structured questionnaires (closed-ended) were administered. The structured questionnaire enabled participants to make choices from a set of options given by the researcher.

4.4.2.2 Construction of questionnaire

The questionnaire was divided into three (3) sections. Section A comprised of the biographical profiles relating to the age, tenure, gender and marital status of the employees, Section B consisted of items to determine the levels of employee engagement and Section C consisted of items to determine the levels of organisational commitment of the employees. One item in Section C (item 24) was a negatively worded item or a reverse (R) question so the scale was reversed during the process of data capturing. The questionnaire was measured by using a nominal scale with pre-coded option groupings for the biographical profiles in Section A. Table 4.2 reflects the structure of Sections B and C of the questionnaire.

Table 4.2 Dimensions of Employee engagement and Organisational commitment and their corresponding question numbers

Section	Dimensions	Question Number
B (Employee engagement)	Vigour	1-6
	Absorption	7-12
	Dedication	13-17
C (Organisational commitment)	Affective commitment	1-8
	Continuance commitment	9-16
	Normative commitment	17-24

Table 4.2 illustrates the dimensions of employee engagement and organisational commitment with their respective question numbers. A number of items were used to measure the level of engagement and commitment workers had towards their work and organisations in order to gain clear and complete insight. Section B measured the engagement levels of employees and was evaluated with an adjusted version of Utrecht Work Engagement Scale (UWES) (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). The adjusted version of UWES-17 was used since lengthy questionnaires probably increased attrition. Additionally, the Cronbach's alpha of UWES-17 had encouraging scores which were between the ranges of 0.80-0.90 (Schaufeli et al, 2002). The UWES is currently the most commonly used measure to evaluate employee engagement (Shuck, 2011). The UWES evaluates the three fundamental dimensions of employee engagement which are vigour, absorption and dedication. There are six items each for vigour and absorption and five items for dedication, creating a total of seventeen (17) items for assessing the engagement levels of employees. Section C of the questionnaire assessed the commitment levels of employees and was evaluated with an adapted version of the Allen and Meyer Three-Component Organisational Commitment Scale (Allen & Meyer, 1990). Gbadamosi (2006) conducted a study using employees in Africa and found the internal consistency reliability for affective commitment (0.73), continuance commitment (0.74) and normative commitment (0.66). Most employers interested in measuring the commitment levels of their workers use this scale. The Allen and Meyer Three-Component commitment scale measures the commitment of employees with three basic dimensions, namely, affective commitment, continuance commitment and normative commitment. There are eight items for each dimension to be measured, creating in total twenty-four (24) items for assessing the commitment levels of employees. The intention for the amendment of the Allen

and Meyer Three-Component Organisational Commitment Scale was to make questions 5, 6, 8, 9, 12, 18 and 19 positive statements to enable participants to easily understand the questions.

4.4.2.3 Scale of questionnaire

According to Lietz (2010), the use of scales is the most common and convenient method in a survey for assessing how participants think and feel about something. In Section A of the questionnaire, a nominal scale with pre-coded choice classifications are used in measuring the biographical data. Additionally, a 5 point Likert scale was used for Sections B and C allowing participants to select the answer that fits their opinion. The Likert scale convenes items in varieties which covers the whole range of probable replies (Ary, Jacobs, & Sorensen, 2010). In both Sections B and C, the participants rated their responses to each item on a 1-5 point Likert scale ranging from strongly disagree (1) to strongly agree (5). Each participant was given 30 minutes to complete their questionnaire. Table 4.3 shows the content and response format of the questionnaire.

Table 4.3 The Scales and Content of the questionnaire

Section	Type of scale	Question	Question number
Section A	Nominal	Biographical data	1-4
Section B	Likert	Dimensions of employee engagement	1-17
Section C	Likert	Dimensions of organisational commitment	1-24

4.4.2.4 Administering Questionnaires

Having being granted the permission by all the branches of the financial institution, the researcher requested for the list and contact details of all the staff which enabled their recruitment. The researcher contacted all the participants via e-mail and in their various offices to ask for their voluntary participation. Upon receipt of their consent to partake in the study, a sample of the questionnaire was sent to a Line manager through an electronic mail to each specific branch of the bank to undergo the study. In the study, a self-administered questionnaire without the researcher being present was used. The researcher not being present during the data collection may be beneficial as it helps to evade the possible menace and pressure to partake caused by the researcher's presence. In this regard, the manager distributed the copies to the

sample of employees drawn so that they could record their responses and return their completed questionnaires in a specific box without marking any form of identification.

To resolve the likelihood of the need for explaining the questionnaire, a covering letter was attached to the questionnaire specifying what the study was about and, within the questionnaire clear guidelines were given on how to answer the items in each section.

4.4.2.5 In-house pretesting and Pilot study

According to Hilton (2017), pretesting is the process of assessing the questionnaire in advance to determine whether the items may be problematic for participants or whether the items met its planned objectives. In other words, a pretest is an in-house assessment of the appropriateness of the design of the questionnaire and its items. In this study, the pretest was undertaken by giving the study supervisor the questionnaire to assess for face validity, and to ensure that the principles of wording, measurement and general appearance are adhered to. In addition, prior to data collection, a pilot study was conducted to assess the feasibility of the main study. A pilot testing was also conducted to evaluate the whole questionnaire under actual survey circumstances. A pilot test is a mini version of the full-scale study that aims to try out the research instruments using the same procedures and protocols as would be used in the main study. Similarly, Arain, Campbell, Cooper and Lancaster (2010) state that a pilot study is a small version of research which is designed to investigate the suitability of the research procedures or instruments prior to the larger study. A pilot study was important in this study as it helped the researcher to determine or examine the potential problem sections in the questionnaire before the final study was conducted. The researcher selected 9 participants altogether (3 from each of the three branches) to take part in the pilot study. Having conducted the pilot study, the researcher incorporated the views and recommendations of all the participants in compiling the final version of the questionnaire and structured interviews. The respondents that participated in the pilot study were omitted in the final questionnaire administration.

4.4.2.6 Ensuring Validity and Reliability

In the quantitative part of the study, statistical analyses were undertaken to assess the psychometric properties (validity and reliability) of the questionnaire.

- **Validity**

Validity refers to the level to which the research instrument measures what it is supposed to measure (Sekaran & Bougie, 2016). Establishing the validity of an instrument is significant in establishing the relevance and effectiveness of a study. In this study, Factor Analysis was used to test the validity of the research instrument. According to Sookraj (2009, p. 117), “the purpose of factor analysis is to establish which items “belong together” in the sense that they are answered similarly and therefore measure the same dimension or factor”. Bartholomew, Knott and Moustaki (2011) are of the view that factor analysis functions on the concept that quantifiable and observable variables can lessen to latent variables that share a similar variance and are not noticeable, which is known as decreasing dimensionality. According to Yong and Pearce (2013, p. 80), factor analysis “assembles common variables into descriptive categories”. Additionally, factor analysis shows the inter-correlations between variables in a study. A value close to one show that the patterns of correlation are fairly compact and hence, factor analysis should deliver discrete and consistent factors (Field, 2009). Nzuza (2015) posits that factor analysis is used in a study where the researcher desires to denote a number of questions with a lesser number of hypothetical factors. The researcher retested the validity of the instruments due to the amendments made on them.

- **Reliability**

Another psychometric property that is important to measure the ‘goodness of the questionnaire’ was reliability. Sekaran and Bougie (2016) posit that reliability refers to the consistency of the research instrument, that is, it produces the same scores or results by administering the same test a number of times. Data is considered as reliable when it is consistent by providing the same results over time. In this study, reliability was assessed using Cronbach’s Coefficient Alpha. According to Tavakol and Dennick (2011, p. 53), Cronbach’s Alpha is “a way to measure the internal consistency of a test or scale: it is expressed in the form of a number between 0 and 1”. If the items are sturdily linked with each other, their internal consistency is high and the alpha coefficient will be closer to one. On the contrary, if the items are poorly framed and do not correlate sturdily, the alpha coefficient will be closer to zero. Pietersen and Maree (2007) posit that the specific guidelines for interpreting reliability have been recommended and widely acknowledged by researchers, for example, 0.90 depicts high reliability. The researcher retested the reliability of the instruments due to the amendments made on them.

4.5 Data analysis

Data analysis is the most vital stage in research. Data collected from the participants was organised in an understandable and simple manner to ensure that findings from the research were easily understood. Data analysis basically involves the process of breaking up, separating and disassembling of the research data into smaller parts or units (Sekaran & Bougie, 2016).

The analysis undertaken was directly related to the research problem. Data in the current study were analysed in two phases with the qualitative data analysis first which was followed by quantitative data analysis. Sekaran and Bougie (2016) argued that qualitative data analysis consists of three main stages once the data is collected, which this study followed. Qualitative data analysis included data reduction which comprised of selecting, focusing, simplifying, abstracting and transforming the data. In the next stage, the researcher engaged in data display which included organising and compressing the data. In the final stage, the researcher drew conclusions which involved taking note of irregularities, patterns, explanation, configuration and proposition. In addition, in this study the qualitative data analysis followed the process of transcription, coding, analysis and presentation of the results. Data analysis for the qualitative data was undertaken by using content and thematic analyses. Krippendorff (2013) is of the view that content analysis emphasises the valuation of the contextual inferences of a transcript. The study used a qualitative content analysis to deduce the content of the transcript through the use of codes to the various themes and patterns recognised. The groupings of data into themes are very helpful in analysing and interpreting the non-numerical data. This enabled the researcher to discover the phenomenon based on the textual meaning of transcripts, enabling reasonable opinions from diverse viewpoints. According to Oppong Asante, Osafo and Nyamekye (2014, p. 20), thematic analysis “involves sorting or coding the data into themes and categories by identifying and analysing the same patterns that exist in the data”. NVivo 11 software was used to analyse the data.

However, in this study the quantitative data was analysed using descriptive and inferential statistics and were illustrated using tabular and graphical representation. The quantitative data collected were analysed after it was processed by a professional statistician to guarantee precise analysis, using the Statistical Package for the Social Science (SPSS) Version 21.0. According to Green and Salkind (2011), SPSS is a set of data manipulation and statistical analysis programmes used by statisticians to process results. The questionnaire responses were first

captured into Excel and later exported into SPSS. The quantitative data was processed using descriptive and inferential statistics.

4.5.1 Descriptive statistics

Descriptive statistics was used to measure the diverse characteristics of the population (Bickel & Lehmann, 2012) and to organise and summarise the data using graphical representations like bar and pie charts (Lind, Marchal, & Wathen, 2008). Descriptive statistics was used to sum up the enormous volume of information collected from the participants in order to draw conclusions (Rosen, 2015). Descriptive statistics are regarded as the basis for virtually every quantitative study. According to Sookraj (2009, p. 114), descriptive statistics “is a collective name for a number of statistical methods that are utilised to organise and summarise data in a meaningful way”.

The following descriptive statistics was used in the study:

4.5.1.1 Frequencies and Percentages

According to Illowsky and Dean (2010, p. 1), a frequency “is the number of times a given datum occurs in a data set”. In statistically simplifying most nominal as well as ordinal data, there was a need to compute frequencies, that is, the number that fell into each group. However, percentages are often used to decide a set of data as they represent an easier way of comparing numbers. A percentage is a proportion of hundred (100) that characterises how big one quantity relates to the other (Pietersen & Maree, 2007). Furthermore, it simplifies data by reducing all numbers to a range from zero to hundred (Naidoo, 2012).

4.5.1.2 Measures of Central Tendency

The measures of central tendency make it easier to understand a set of scores. There are three fundamental measures of central tendencies, namely, Mean, Median and Mode.

- **Mean**

According to Sekaran and Bougie (2016, p. 316), the mean is “a measure of central tendency that offers a general picture of the data without unnecessarily inundating one with each of the observations in a data set”. In addition, Hair, Wolfinger, Ortinau and Bush (2008, p. 246) are of the view that the mean “is a very robust measure of central tendency”. It is impartially

unresponsive to data values being added or removed. However, it can be subject to being bias if larger ranges of numbers are involved in the distribution.

- **Median**

According to Sekaran and Bougie (2016, p. 316), the median “is the central item in a group of observations when they are arrayed in either ascending or descending order”. Furthermore, Hair et al. (2008, p. 247) posit that “if the number of data observations is even, the median is generally considered to be the average of the two middle values”. However, if the data observations are odd in number, then the median is the middle number.

- **Mode**

According to Du Plooy-Cilliers, Davis and Bezuidenhout (2014, p. 212), “the mode is the value that appears in the distribution most often”. It is the value that represents the uppermost peak in a distribution graph. The mode was particularly useful as a measure for data that has been somehow grouped into classes.

In this study, the mean was used to measure employee engagement and organisational commitment and their sub-dimensions.

4.5.1.3 Measures of Dispersion

There are three basic measures of dispersion, namely, Range, Standard deviation and Variance.

- **Range**

The range is the simplest form of calculating central tendency (Cooper, Schindler, & Sun, 2006). It is the difference between the maximum and the minimum score in data distribution. Hair et al. (2008, p. 247) posit that “the range defines the spread of the data given”.

- **Standard Deviation**

According to Sekaran and Bougie (2016, p. 318), the standard deviation, “another measure of dispersion for interval and ratio scaled data, offers an index of the spread of a distribution or variability in the data”. Additionally, it is a mutual measure of dispersion usually used. It is basically defined as the square root of the variance (Hair et al., 2008).

- **Variance**

Cooper et al. (2006, p. 720) define the variance as “a measure of score dispersion about the mean; calculated as the squared deviation scores from the data distribution mean; the greater the dispersion of scores, the greater the variance in the data set”.

In this study, the standard deviation was the measure of dispersion used to assess employee engagement and organisational commitment and their sub-dimensions.

4.5.2 Inferential statistics

According to Sekaran and Bougie (2016), inferential statistics is used to draw inferences from the sample to the population by generalising results. In addition, it aids in making assumptions that goes further than the immediate data (Abiwu, 2016). In this study, data was generated using correlation, analysis of variance, t-test and multiple regression.

4.5.2.1 Pearson product moment Correlation

The Pearson product moment is a measure that is used by researchers to commonly determine the level of relationship between variables (De Winter, Gosling, & Potter, 2016; Hauke & Kossowski, 2011). According to Mertler and Reinhart (2016), it is suitable to use it for investigating the correlation between two variables as compared to amid several variables. In this study, correlation was used to assess whether the sub-dimensions of employee engagement significantly intercorrelate with each other, whether the sub-dimensions of organisational commitment significantly intercorrelate with each other, whether employee engagement and organisational commitment and their sub-dimensions significantly correlate with each other.

4.5.2.2 T-test

As explained by Sekaran and Bougie (2016), a one sample t-test is used to test the hypothesis that the mean of the population from which a sample is drawn is equal to a comparison standard. It shows the extent to which the impact of the independent variable explains the dependent variable. However, Cooper et al. (2006, p. 719) are of the view that t-test is “a parametric test to determine the statistical significance between a sample distribution mean and a population parameter”. In this study, the t-test was used to assess whether male and female participants differ significantly in their levels of employee engagement and organisational commitment respectively.

4.5.2.3 Analysis of variance

According to Khan (2013), it is used to test for the difference between two or more groups. Furthermore, the analysis of variance is also referred to as ANOVA. This test works by comparing the differences between group means rather than the differences between group variances. In this study, analysis of variance was used to assess whether participants varying in biographical profiles (age, tenure, marital status) differ significantly in their levels of employee engagement and organisational commitment respectively.

4.5.2.4 Multiple regression

Multiple regression is a multivariate tool that calculates the degree of the relationships between a set of dependent and independent variables (Sekaran & Bougie, 2016). Additionally, Wilson (2014) is of the view that its coefficients analyse the percentage of disparity explained by the linear relationship in a model of paired data. In this study, multiple regression was used to assess whether and the extent to which employee engagement and its sub-dimensions significantly account for the variance in organisational commitment.

4.6 Ethical Considerations

In any study, cognisance is given to ethical considerations to ensure that the participants were not harmed or disadvantaged in any way. Ethical approval (HSS/0492/018M) for the study was acquired from the Social Science Research Ethics Committee of the University of KwaZulu-Natal, South Africa. The ethical issues that were addressed in the study are informed consent, anonymity as well as privacy and confidentiality.

A gatekeepers' letter was obtained from the Ashanti region's Head office which happens to be the Prempeh II Street branch which allowed the researcher to undergo the study in the other selected branches of the financial institution. Having being granted the permission, the researcher then approached the participants and sought their voluntary participation in the study. A letter of informed consent was distributed to each participant (Appendix A). They were required to read the form carefully and append their signatures if they agreed to participate. They were informed that they were allowed to withdraw voluntarily from the study at any stage without being jeopardised in any way. The researcher made the process for investigation known to the participants before the study began.

The principle of anonymity was strictly adhered to in this study. The researcher did not disclose any information about the participants to any third party. There is no section in the questionnaire where participants are requested to provide their names or any information that will expose them to criticisms or enable their identification. Data gathered from the participants were kept securely to prevent unauthorised access. It will be stored and disposed of in terms of the guidelines of the University of KwaZulu-Natal. Furthermore, data were analysed by aggregating the results and no individual responses were reported.

4.7 Conclusion

This chapter elaborated on the population and discussed the sampling technique and sample size that were used in the study. It progressed into explaining the procedure of data collection and data analysis for both the qualitative and quantitative data approaches. The chapter also elucidates how the psychometric properties of the measuring instrument (validity and reliability) were assessed. Lastly, it outlines the ethical principles that were adhered to in the study. Implementing the process as documented in the methodology in this chapter enabled the data collection and analysis, the results of which will be presented in Chapter five.

CHAPTER 5

PRESENTATION OF RESULTS

5.1 Introduction

The preceding chapter elaborated on the research methodology adopted in undertaking this study. The current chapter presents the findings of the research in accordance with the objectives as outlined in Chapter one. It begins by evaluating the validity and reliability of the measuring instruments. Whilst Section A of the questionnaires contained information relating to the biographical data of the participants, Section B incorporated items relating to employee engagement and, Section C consisted of items relating to organisational commitment. The data for the study was captured on a Microsoft Excel version 2016 spreadsheet and processed using SPSS version 25. The results, generated using descriptive and inferential statistics, are presented using tabular and graphical representations and explained in narrative form. Furthermore, the chapter continues with the presentation of the qualitative results and presents the responses to the structured interviews.

5.2 Statistical Analysis of the Questionnaire

The psychometric properties of the questionnaire (validity and reliability) were evaluated statistically.

5.2.1 Validity

The validity of the questionnaire measuring employee engagement was evaluated using Factor Analysis (Table 5.1). Prior to calculating the factor analysis for employee engagement, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.755) and Bartlett's Test of Sphericity (136; 0.000) were analysed and the results correspondingly illustrated adequacy, suitability and significance. Only factor loadings >0.4 were considered to be significant and when an item loaded significantly on more than one factor, only that with the highest value was considered.

Table 5.1 Factor Analysis: Rotated Component Matrix Validity of Instrument Measuring Employee Engagement

Item	Component		
	1	2	3
B1	0.479	0.094	0.316
B2	0.549	0.206	0.370
B3	0.535	-0.253	0.450
B4	0.659	-0.359	0.289
B5	0.627	-0.272	0.183
B6	0.637	0.058	0.162
B7	0.396	0.522	0.322
B8	0.243	0.653	0.190
B9	0.599	0.019	0.028
B10	0.718	-0.324	-0.171
B11	0.216	0.299	0.232
B12	0.263	0.694	-0.303
B13	0.570	0.012	-0.405
B14	0.613	-0.249	-0.285
B15	0.634	-0.132	-0.230
B16	0.585	0.207	-0.487
B17	0.510	0.126	-0.401
Eigenvalue	4.96	1.84	1.60
% of Variance	29.19	10.80	9.38

Table 5.1 indicates that 13 items load significantly on Factor 1 and account for 29.19% of the total variance. Of these 13 items, 6 items relate to vigour, 5 items relate to dedication and 2 items relate to absorption. Since majority of the items relate to *vigour*, Factor 1 may be labelled likewise.

Table 5.1 indicates that 3 items load significantly on Factor 2 and account for 10.80% of the total variance. Of these 3 items, all the 3 items relate to absorption and hence, Factor 2 may be labelled as *absorption*.

Table 5.1 indicates that 1 item loads significantly on Factor 3 and account for 9.38% of the total variance. Since this 1 item relates to *vigour*, Factor 3 may also be labelled likewise.

It is evident that none of the factors are labelled dedication. This may be attributed to the fluidity in the interpretation of the items defining each of the dimensions of employee engagement such that a statement may be perceived by the participant in varying dimensions.

The validity of the questionnaire measuring organisational commitment was evaluated using Factor Analysis (Table 5.2). Prior to calculating the factor analysis for organisational commitment, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.670) and Bartlett's Test of Sphericity (276; 0.000) were analysed and the results correspondingly illustrated adequacy, suitability and significance. Only factor loadings >0.4 were considered to be significant and when an item loaded significantly on more than one factor, only that with the highest value was considered.

Table 5.2 Factor Analysis: Rotated Component Matrix Validity of Instrument Measuring Organisational commitment

Item	Component		
	1	2	3
C1	0.572	0.059	-0.267
C2	0.287	-0.408	-0.360
C3	0.577	0.049	-0.253
C4	0.055	0.579	0.305
C5	0.494	0.042	-0.455
C6	0.517	0.081	-0.598
C7	0.430	0.395	-0.209
C8	0.524	-0.297	0.038
C9	0.462	-0.207	0.088
C10	0.607	-0.273	0.035
C11	0.518	-0.444	0.206
C12	0.469	-0.296	0.115
C13	0.516	0.047	0.013
C14	0.523	-0.308	0.294
C15	0.234	-0.324	0.550
C16	0.252	0.145	0.497
C17	0.417	0.487	0.130
C18	0.549	0.380	0.045
C19	0.525	0.231	0.114
C20	0.644	0.285	0.233
C21	0.412	0.069	0.174
C22	0.472	0.046	0.010
C23	0.501	-0.031	-0.027
C24	0.010	0.249	0.116
Eigenvalue	5.25	1.97	1.80
% of Variance	21.89	8.21	7.49

Table 5.2 indicates that 16 items load significantly on Factor 1 and account for 21.89% of the total variance. In relation to these 16 items, 6 items relate to continuance commitment, 5 items relate to affective commitment and 5 items relate to normative commitment. Since majority of the items relate to *continuance commitment*, Factor 1 may be labelled likewise.

Table 5.2 indicates that 2 items load significantly on Factor 2 and account for 8.21% of the total variance. Of these 2 items, 1 item relates to affective commitment and 1 item relates to normative commitment. Since the highest weighting relates to *affective commitment*, Factor 2 may be labelled likewise.

Table 5.2 reflects that 2 items loads significantly on Factor 3 and accounts for 7.49% of the total variance. Since these 2 items relates to *continuance commitment*, Factor 3 may also be labelled likewise.

From Table 5.2, it is evident that none of the factors are labelled as normative commitment. This may be attributed to the fluidity in the interpretation of the items defining each of the dimensions of organisational commitment such that a statement may be perceived by the participants as falling within varying dimensions.

5.2.2 Reliability

The reliability of the measuring instrument was evaluated using Cronbach's Coefficient Alpha (Table 5.3).

Table 5.3 Reliability of Employee Engagement: Cronbach's Coefficient Alpha

Dimension	Number of items	Cronbach's Alpha
Overall employee engagement	17	0.835
Vigour	6	0.768
Absorption	6	0.594
Dedication	5	0.745

Table 5.3 indicates that the questionnaire for measuring overall employee engagement (Section B) has a very high degree of inter-item consistency and reliability (Alpha = 0.835). Therefore, the questionnaire reliably measures the key dimensions having the potential to influence

employee engagement, namely, vigour, absorption and dedication respectively. The reliability of the dimensions of vigour, absorption and dedication were also evaluated separately. Whilst vigour (Alpha = 0.768) and dedication (Alpha = 0.745) reflect high levels of inter-item consistency, the reliability for absorption is fair (Alpha = 0.594). Evidently, the questionnaire used to measure the overall employee engagement and its sub-dimensions of the study is reliable and capable of producing consistent results.

The reliabilities of the organisational commitment and its sub-dimensions were also assessed (Table 5.4).

Table 5.4 Reliability of Organisational commitment: Cronbach’s Coefficient Alpha

Dimension	Number of items	Cronbach’s Alpha
Overall organisational commitment	24	0.825
Affective commitment	8	0.666
Continuance commitment	8	0.714
Normative commitment	8	0.681

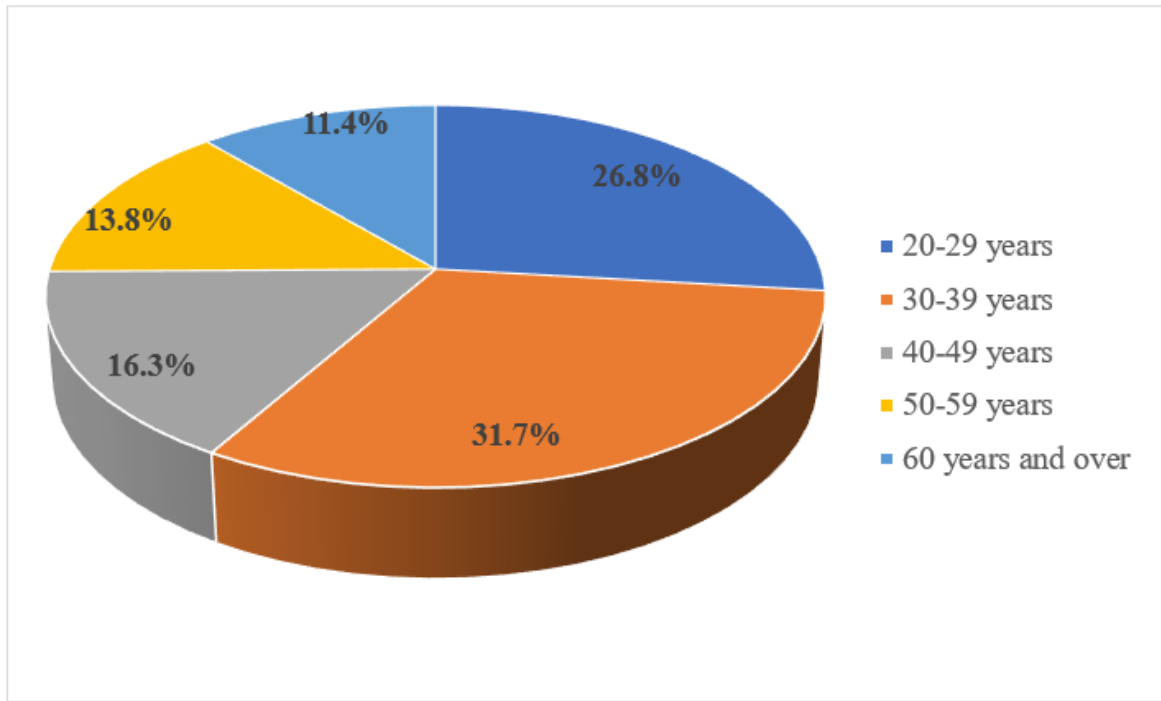
Table 5.4 indicates that the questionnaire for measuring overall organisational commitment (Section C) has a very high degree of inter-item consistency and reliability (Alpha = 0.825). Hence, the questionnaire reliably measures the key dimensions having the potential to influence organisational commitment, namely, affective commitment, continuance commitment and normative commitment respectively. The reliability of the dimensions of affective commitment, continuance commitment and normative commitment were also assessed separately. Whilst continuance commitment (Alpha = 0.714) reflects high levels of inter-item consistency, the reliabilities for normative commitment (Alpha = 0.681) and affective commitment (Alpha = 0.666) are fair. Evidently, the questionnaire used to measure the overall organisational commitment and its sub-dimensions of the study is reliable and capable of producing consistent results.

5.3 Description of the sample

In this study, 123 questionnaires were administered to the participants and all 123 completed questionnaires were returned to the researcher thereby securing a 100% response rate. The

sample may be described on the basis of biographical data and are depicted using graphical representations and explained thereafter (Figure 5.1 to Figure 5.4).

Figure 5.1 Composition of sample by Age



From Figure 5.1 it is evident that the majority of participants fall between 30-39 years (31.7%), followed by 20-29 years (26.8%), then 40-49 years (16.3%), then 50-59 years (13.8%) and the remaining 11.4% were 60 years and over.

Figure 5.2 Composition of sample by Gender

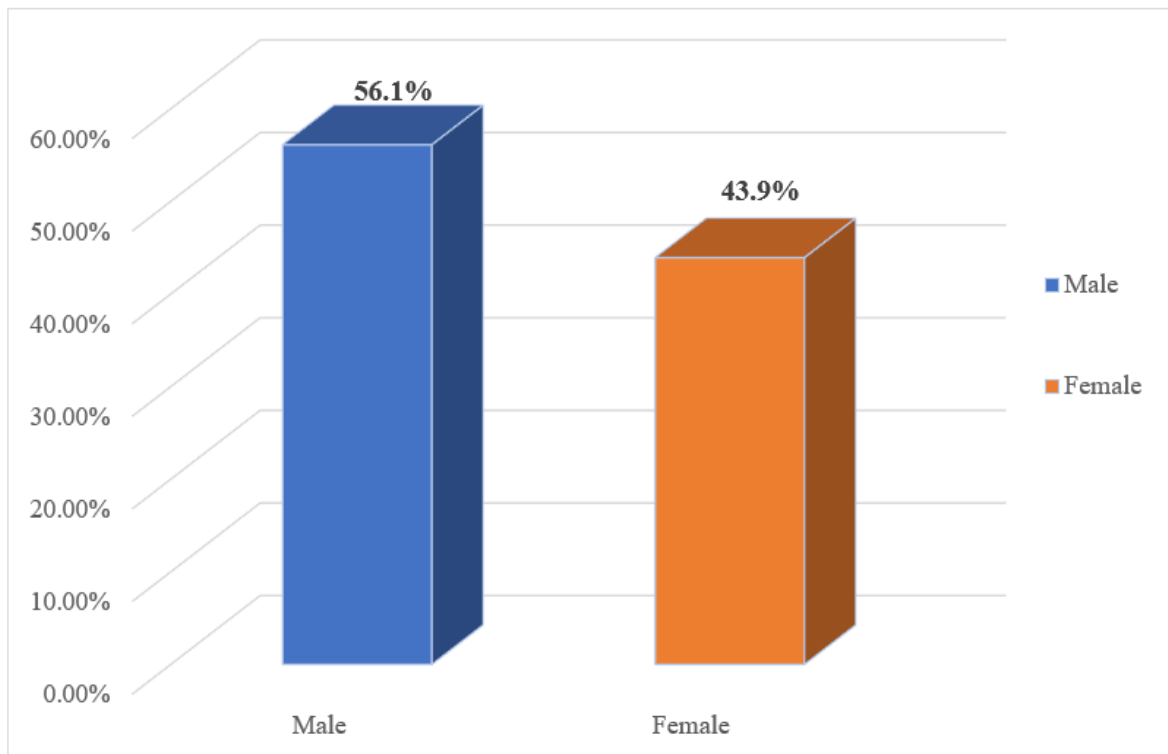


Figure 5.2 reflects that male participants consisted 56.1% of the total population while the remaining 43.9% comprised of females. These findings indicate that there were more male participants as compared to the females which is typical of the composition of the workforce.

Figure 5.3 Composition of sample by Tenure

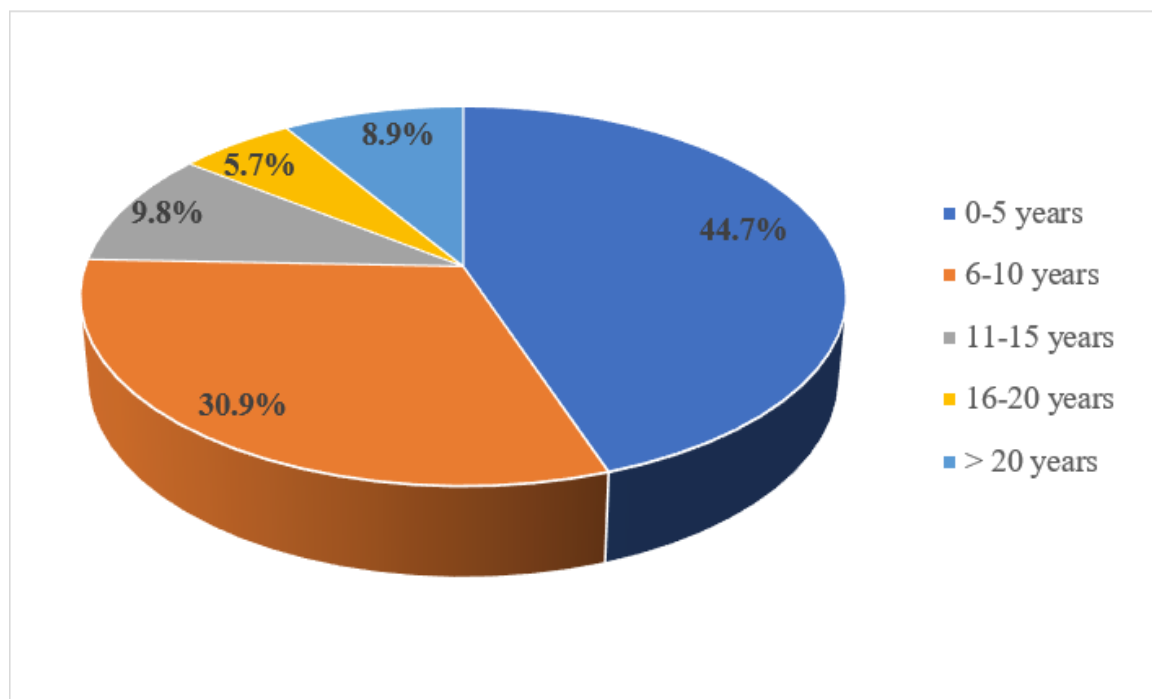


Figure 5.3 indicates that the majority of the participants (44.7%) have worked in the organisation for 0-5 years, followed by those with 6-10 years of service (30.9%), then those who worked between 11-15 years (9.8%), followed by those who worked in the organisation for more than 20 years (8.9%) and then the remaining (5.7%) worked in the organisation for 16-20 years. The participant's working duration at the bank confirms that they are knowledgeable with the bank's operations and as such will provide valid responses relating to the study.

Figure 5.4 Composition of sample by Marital status

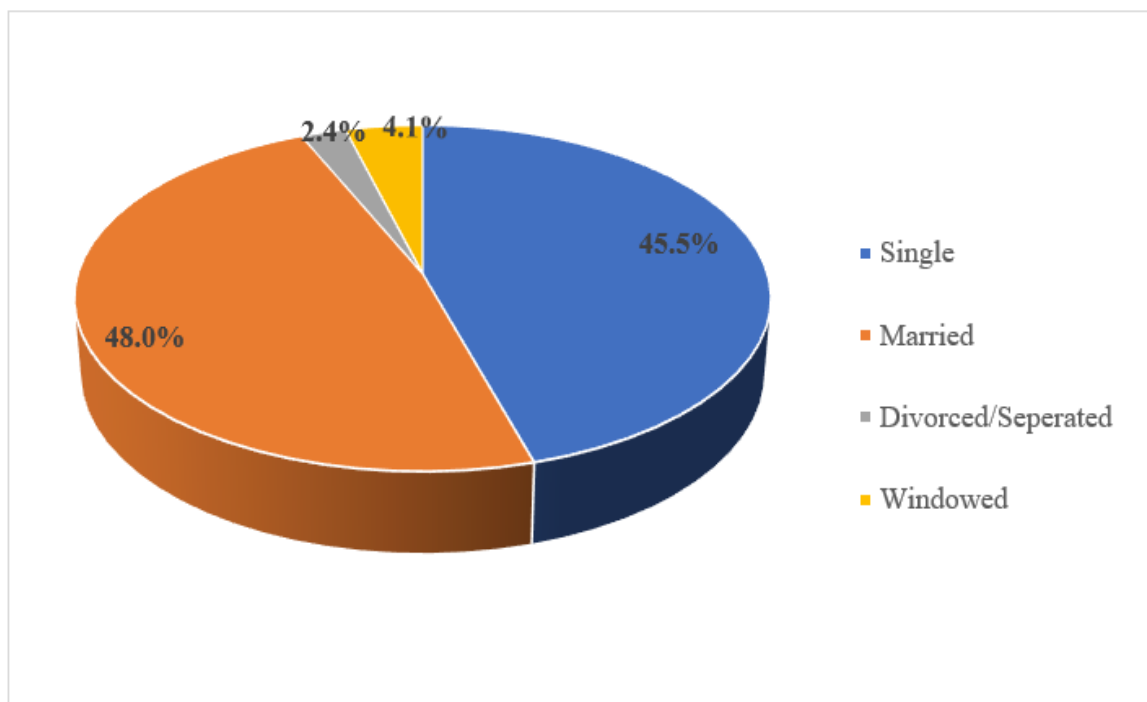


Figure 5.4 relating to marital status reflects that the majority of the participants are married (48%), followed by 45.5% of those who are single, then 4.1% of the participants who are widowed, and the remaining 2.4% are divorced or separated. However, none of the participants fall into the 'other' category to depict marital status.

5.4 Presentation of Results

The results of the study were processed using descriptive and inferential statistics to understand the data and to determine the level of engagement and commitment of employees.

5.4.1 Descriptive Statistics

The level of employee engagement and commitment were assessed by asking participants to respond to various aspects of items using a 1 to 5 point Likert scale. The findings were processed using descriptive statistics (Table 5.5).

Table 5.5 Descriptive Statistics: Key dimensions of employee engagement and commitment

Dimension	Mean	95 % Confidence Interval		Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound			
Overall Employee Engagement	3.482	3.373	3.591	0.612	1.94	5.00
* Vigour	3.550	3.415	3.685	0.755	1.67	5.00
* Absorption	3.316	3.194	3.438	0.685	1.00	5.00
* Dedication	3.600	3.449	3.751	0.848	1.60	5.00
Overall commitment	3.101	3.000	3.203	0.569	2.21	4.67
* Affective commitment	3.164	3.043	3.284	0.674	1.63	4.63
* Continuance commitment	3.020	2.888	3.153	0.743	1.63	5.00
* Normative commitment	3.120	2.990	3.250	0.727	1.38	5.00

Table 5.5 reflects that employees at the bank display higher levels of overall engagement (Mean = 3.482) than overall commitment (Mean = 3.101). Upon deeper analysis of the dimensions of engagement, it is evident that employees have the highest level of dedication (Mean = 3.600), followed by vigour (Mean = 3.550) and lastly, absorption (Mean = 3.316). Likewise, in terms of commitment, employees at the bank reflect the highest level of affective commitment (Mean = 3.164) followed by normative commitment (Mean = 3.120) and then continuance commitment (Mean = 3.020).

When comparing the mean score values against a maximum attainable score of 5 on a 1 to 5 point Likert scale it is evident that there is room for improvement in both employee engagement and commitment. In order to assess exactly where these areas of improvement lie and to assess the dimensions in greater detail, frequency analyses were undertaken.

Within employee engagement, in terms of vigour it is evident that 50.4% of the participants agree and a further 18.7% strongly agree that they feel strong and vigorous at their job. Furthermore, 42.3% of the participants agree and a further 9.8% strongly agree that they feel a bursting energy when they are at work. Nonetheless, 17.9% of the participants neither agree nor disagree about being able to continue working for very long periods at a time. Furthermore, 18.7% of the participants disagree and a further 5.7% strongly disagree that they always persevere even when things are not going well in their job.

In relation to absorption, it is apparent that 45.5% of the participants agree and an additional 19.5% strongly agree that they feel time flies when they are working. Likewise, 44.7% of the participants agree and a further 13.8% strongly agree that they feel immersed in the work they do. However, 26% of the employees disagree and a further 9.8% strongly disagree that they forget everything else around them when they are working. Moreover, 23.6% of the bank employees neither agree nor disagree that they find it difficult to detach themselves from their work.

With regard to dedication it is apparent that 48% of the employees agree and a further 22.8% strongly agree that they find the work they do full of meaning and purpose. Additionally, 44.7% of the participants agree and a further 27.6% strongly agree that they are proud of the work they do. However, 15.4% of the bank employees sampled neither agree nor disagree that their job inspires them. Furthermore, 23.6% of the participants disagree and a further 7.3% strongly disagree that they find their job challenging.

Within commitment, with reference to affective commitment it is apparent that 53.7% of the employees agree and a further 12.2% strongly agree that the organisation has a great deal of personal meaning for them. Furthermore, 41.5% of the participants agree and a further 14.6% strongly agree that they feel like 'part of the family' in the organisation. However, 30.9% of the employees disagree and a further 13.9% strongly disagree that they would be very happy to spend the rest of their career with the organisation. Finally, 28.5% of the participants neither agree nor disagree that they are emotionally attached to their organisation.

In terms of continuance commitment, it is evident that 37.4% of the employees agree and a further 14.6% strongly agree that the one major reason they continue to work for the organisation is that leaving would require considerable personal sacrifice and another

organisation may not match the overall benefits they have at their current organisation. Additionally, 31.7% of the participants agree and a further 13% strongly agree that at the moment staying with the organisation is a matter of necessity as much as a desire. However, 28.5% of the employees disagree and a further 22% strongly disagree that a major part of their life would be disrupted if they decided to leave the organisation now. Furthermore, 31.7% of the participants neither agree nor disagree that it will be very hard for them to leave the organisation right now, even if they wanted to.

In relation to normative commitment, it is apparent that 39% of the participants agree and a further 17.9% strongly agree that they believe in the value of remaining loyal to one organisation. In addition, 35.8% of the employees agree and a further 13.8% strongly agree that one major reason they continue to work in the organisation is that they believe loyalty is important and, therefore, they feel a sense of moral obligation to remain in the organisation. However, 23.6% of the participants disagree and a further 13.8% strongly disagree that jumping from one organisation to the other seems unethical to them. Furthermore, 27.6% of the participants were unsure whether 'company man' or 'company woman' is sensible anymore.

5.4.2 Inferential Statistics

Inferential statistics were undertaken to make decisions about the hypotheses of the study.

5.4.2.1 Relationships between the dimensions and sub-dimensions of the study

Inferential statistics were computed on the dimensions and sub-dimensions of employee engagement and commitment to enable the researcher to draw conclusions regarding the hypotheses of the study.

Hypothesis 1

There exist significant relationships between the sub-dimensions of employee engagement (vigour, absorption and dedication) respectively (Table 5.6).

Table 5.6 Pearson Product Moment Correlation: Sub-dimensions of employee engagement

Sub-dimension of employee engagement	r/p	Vigour	Absorption	Dedication
Vigour	r	1.000		
Absorption	r p	0.475 0.000*	1.000	
Dedication	r p	0.496 0.000*	0.464 0.000*	1.000

* p < 0.01

Table 5.6 indicates that there exist significant relationships between the sub-dimensions of employee engagement (vigour, absorption, dedication) respectively, at the 1% level of significance. Therefore, hypothesis 1 may be accepted.

Hypothesis 2

There exist significant relationships between the sub-dimensions of commitment (affective commitment, continuance commitment and normative commitment) respectively (Table 5.7).

Table 5.7 Pearson Product Moment Correlation: Sub-dimensions of commitment

Sub-dimension of commitment	r/p	Affective Commitment	Continuance Commitment	Normative Commitment
Affective Commitment	r	1.000		
Continuance Commitment	r p	0.392 0.000*	1.000	
Normative Commitment	r p	0.518 0.000*	0.447 0.000*	1.000

* p < 0.01

Table 5.7 indicates that there exist significant relationships between the sub-dimensions of commitment (affective commitment, continuance commitment, normative commitment) respectively, at the 1% significant level. Therefore, hypothesis 2 may be accepted.

Hypothesis 3

There exist significant relationships between the sub-dimensions of employee engagement (vigour, absorption, dedication) and commitment (affective commitment, continuance commitment, normative commitment) respectively (Table 5.8).

Table 5.9 Pearson Product Moment Correlations: Sub-dimensions of employee engagement and commitment respectively

Sub-dimension	r/p	Vigour	Absorption	Dedication	AC	CC	NC
Vigour	r p	1					
Absorption	r p	0.475 0.000*	1				
Dedication	r p	0.496 0.000*	0.464 0.000*	1			
AC	r p	0.387 0.000*	0.349 0.000*	0.531 0.000*	1		
CC	r p	0.304 0.000*	0.350 0.000*	0.392 0.000*	0.392 0.000*	1	
NC	r p	0.318 0.000*	0.278 0.000*	0.342 0.000*	0.518 0.000*	0.447 0.000*	1
<u>Key:</u> AC Affective Commitment CC Continuance Commitment NC Normative Commitment							

*** p < 0.01**

Table 5.8 indicates that there exist significant relationships between the sub-dimensions of employee engagement (vigour, absorption, dedication) and commitment (affective commitment, continuance commitment, normative commitment) respectively, at the 1% level of significance. Therefore, hypothesis 3 may be accepted.

Hypothesis 4

There is a significant relationship between employee engagement and commitment (Table 5.9).

Table 5.9 Pearson Product Moment Correlation: Correlation between employee engagement and commitment

Dimension	r/p	Commitment
Employee engagement	r	0.559
	p	0.000*

* **p < 0.01**

Table 5.9 indicates that there is a significant relationship between employee engagement and organisational commitment at the 1% significant level. Therefore, hypothesis 4 may be accepted.

5.4.2.2 Impact of biographical variables

The influence of the biographical variables of gender, age, marital status and tenure on employee engagement and its sub-dimensions (vigour, absorption and dedication) and commitment and its sub-dimensions (affective commitment, continuance commitment and normative commitment) were evaluated using tests of differences (Analysis of Variance, t-test) respectively.

Hypothesis 5

There is a significant difference in the engagement of employees varying in biographical profiles (age, tenure, marital status, gender) respectively (Table 5.10 to Table 5.17).

Table 5.10 Analysis of Variance: Employee Engagement and Age

Employee engagement and its sub-dimensions	F	P
Employee engagement	3.180	0.016**
Vigour	4.786	0.001*
Absorption	0.093	0.985
Dedication	7.098	0.000*

* $p < 0.01$

** $p < 0.05$

Table 5.10 indicates that there is a significant difference in the levels of engagement of employees varying in age regarding vigour and dedication at the 1% significant level respectively. Furthermore, there is a significant difference in the levels of overall engagement of employees varying in age at the 5% significant level. However, there is no significant difference in the levels of engagement of employees varying in age regarding absorption. Therefore, hypothesis 5 may only be partially accepted in terms of age.

In order to assess exactly where the significant differences lie, the Post Hoc Scheffe's test was computed (Table 5.11).

Table 5.11 Post Hoc Scheffe's Test: Overall employee engagement, vigour, dedication and Age

Dimension	Categories of Age	N	Mean
Employee engagement	20-29 years	33	3.631
	30-39 years	39	3.554
	40-49 years	20	3.482
	50-59 years	17	3.439
	60 years and over	14	2.983
Vigour	20-29 years	33	3.652
	30-39 years	39	3.607
	40-49 years	20	3.508
	50-59 years	17	3.873
	60 years and over	14	2.821
Dedication	20-29 years	33	3.927
	30-39 years	39	3.795
	40-49 years	20	3.630
	50-59 years	17	3.082
	60 years and over	14	2.871

Table 5.11 reflects that employees who are 60 years and over are significantly different from the rest of the employees as they display significantly lower levels of overall employee engagement, vigour and dedication. It is also evident from Table 5.11 that the level of overall employee engagement and dedication is the highest amongst the youngest employees (20-29 years) and decreases as employee's age. A similar trend is noticed with regard to vigour except that employees who are 50-59 years display higher levels of vigour than those who are 40-49 years.

Table 5.12 Analysis of Variance: Employee Engagement and Tenure

Employee engagement and its sub-dimensions	F	P
Employee engagement	1.324	0.265
Vigour	4.649	0.002*
Absorption	0.644	0.632
Dedication	3.632	0.008*

* $p < 0.01$

Table 5.12 reflects that there is a significant difference in the levels of employee vigour and dedication amongst employees varying in tenure at the 1% level of significance. However, there is no significant difference in the levels of overall engagement and absorption of employees varying in tenure. Therefore, hypothesis 5 may only be partially accepted in terms of tenure.

In order to assess precisely where the significant differences lie, the Post Hoc Scheffe's test was computed (Table 5.13).

Table 5.13 Post Hoc Scheffe's Test: Vigour, dedication and Tenure

Dimension	Categories of Tenure	N	Mean
Vigour	0-5 years	55	3.439
	6-10 years	38	3.776
	11-15 years	12	3.486
	16-20 years	7	4.214
	>20 years	11	2.970
Dedication	0-5 years	55	3.833
	6-10 years	38	3.626
	11-15 years	12	3.150
	16-20 years	7	3.286
	>20 years	11	3.036

Table 5.13 indicates that the levels of employee vigour and dedication is the lowest amongst employees with the greatest amount of tenure (20 years and over). Table 5.13 also reflects that the level of vigour is highest amongst employees with a tenure of 16-20 years followed by

those with 6-10 years of service. Furthermore, from Table 5.13 it is evident that the level of dedication is highest among employees who are 0-5 years in the organisation, followed by those who are 6-10 years in the organisation.

Table 5.14 Analysis of Variance: Employee Engagement and Marital status

Employee engagement and its sub-dimensions	F	P
Employee engagement	3.273	0.024**
Vigour	5.258	0.002*
Absorption	0.644	0.076
Dedication	3.651	0.015**

* $p < 0.01$

** $p < 0.05$

Table 5.14 indicates that there is a significant difference in the levels of employee vigour amongst employees varying in marital status at the 1% significant level. Furthermore, there is a significant difference in the levels of overall engagement and dedication of employees varying in marital status at the 5% significant level. However, there is no significant difference in the absorption levels of employees varying in marital status. Therefore, hypothesis 5 may only be partially accepted in terms of marital status.

In order to assess exactly where the significant differences lie, the Post Hoc Scheffe's test was computed (Table 5.15).

Table 5.15 Post Hoc Scheffe’s Test: Overall employee engagement, vigour, dedication and Marital status

Dimension	Categories of Marital status	N	Mean
Employee engagement	Single	56	3.473
	Married	59	3.564
	Divorced/Separated	3	3.333
	Widowed	4	2.706
Vigour	Single	56	3.521
	Married	59	3.630
	Divorced/Separated	3	4.333
	Widowed	5	2.467
Dedication	Single	56	3.718
	Married	59	3.610
	Divorced/Separated	3	2.867
	Widowed	5	2.600

Table 5.15 indicates that there is a significant difference in employees who are widowed as compared to rest of the employees; they display the lowest levels of overall engagement, vigour and dedication towards their work. Table 5.15 also reflects that whilst employee engagement is highest amongst those who are married, vigour is highest amongst divorced/separated employees and dedication is highest amongst single employees.

Table 5.16 T-Test: Employee engagement and Gender

Employee engagement and its sub-dimensions	T	Df	P
Employee engagement	8.736	122	0.000*
Vigour	8.084	122	0.000*
Absorption	5.113	122	0.000*
Dedication	7.846	122	0.000*

* $p < 0.01$

Table 5.16 indicates that there is a significant difference in the levels of overall engagement, vigour, absorption and dedication respectively of male and female employees at the 1% level of significance. Hence, hypothesis 5 may be accepted in terms of gender.

In order to assess exactly where these significant differences lie, mean analyses were computed (Table 5.17).

Table 5.17 Mean Differences in Employee engagement and its sub-dimensions based on Gender

Dimension	Gender	N	Mean	Standard Deviation
Employee engagement	Male	69	3.403	0.550
	Female	54	3.583	0.675
Vigour	Male	69	3.493	0.731
	Female	54	3.623	0.785
Absorption	Male	69	3.222	0.615
	Female	54	3.435	0.753
Dedication	Male	69	3.513	0.908
	Female	54	3.711	0.758

Table 5.17 indicates that female employees at the bank display higher levels of overall employee engagement, vigour, absorption and dedication than male employees. The implication is that female employees are more engaged in their work.

The influence of the biographical variables of gender, age, marital status and tenure on commitment and its sub-dimensions (affective commitment, continuance commitment and normative commitment) were also evaluated using tests of differences (Analysis of Variance and t-test).

Hypothesis 6

There is a significant difference in the commitment of employees varying in biographical profiles (gender, age, marital status and tenure) respectively (Table 5.18 to Table 5.24).

Table 5.18 Analysis of Variance: Organisational commitment and Age

Organisational commitment and its sub-dimensions	F	P
Organisational commitment	2.736	0.032**
Affective commitment	1.954	0.106
Continuance commitment	2.979	0.022**
Normative commitment	1.189	0.319

** $p < 0.05$

Table 5.18 shows that there is a significant difference in the levels of overall organisational commitment and continuance commitment of employees varying in age at the 5% significant level. However, there is no significant difference in the levels of affective and normative commitment of employees varying in age. Therefore, hypothesis 6 may only be partially accepted in terms of age.

In order to assess exactly where the significant differences lie, the Post Hoc Scheffe's test was computed (Table 5.19).

Table 5.19 Post Hoc Scheffe's Test: Overall organisational commitment, continuance commitment and Age

Organisational commitment and its sub-dimension	Categories of Age	N	Mean
Organisational commitment	20-29 years	33	3.354
	30-39 years	39	3.026
	40-49 years	20	3.088
	50-59 years	17	3.007
	60 years and over	14	2.851
Continuance commitment	20-29 years	33	3.360
	30-39 years	39	2.897
	40-49 years	20	3.056
	50-59 years	17	2.735
	60 years and over	14	2.857

Table 5.19 indicates that older employees are significantly different from the rest of the employees at the bank; they display significantly lower levels of overall organisational commitment and continuance commitment. Furthermore, from Table 5.19 it is evident that employees between the ages of 20-29 years display the highest levels of overall organisational commitment and continuance commitment.

Table 5.20 Analysis of Variance: Organisational commitment and Tenure

Organisational commitment and its sub-dimensions	F	P
Organisational commitment	3.074	0.019**
Affective commitment	3.445	0.011**
Continuance commitment	2.077	0.088
Normative commitment	1.403	0.237

**** p < 0.05**

Table 5.20 indicates that there is a significant difference in the levels of overall organisation commitment and affective commitment of employees varying in tenure at the 5% level of significance. However, there is no significant difference in the levels of continuance and normative commitment amongst employees varying in tenure. Hence, hypothesis 6 may only be partially accepted in terms of tenure.

In order to assess exactly where the significant differences lie, the Post Hoc Scheffe's test was computed (Table 5.21).

Table 5.21 Post Hoc Scheffe’s Test: Overall organisational commitment, affective commitment and Tenure

Organisational commitment and its sub-dimension	Categories of Age	N	Mean
Organisational commitment	0-5 years	55	3.238
	6-10 years	38	3.029
	11-15 years	12	2.854
	16-20 years	7	3.375
	>20 years	11	2.765
Affective commitment	0-5 years	55	3.343
	6-10 years	38	3.076
	11-15 years	12	2.813
	16-20 years	7	3.447
	>20 years	11	2.773

Table 5.21 shows that employees with tenure over 20 years display significantly lower levels of overall organisational commitment and affective commitment respectively as compared to the rest of the employees. Furthermore, employees who have been in the employ of the organisation for 16-20 years reflect that highest levels of overall organisational commitment and affective commitment respectively.

Table 5.22 Analysis of Variance: Organisational commitment and Marital status

Organisational commitment and its sub-dimensions	F	P
Organisational commitment	1.360	0.258
Affective commitment	1.049	0.374
Continuance commitment	0.282	0.839
Normative commitment	2.665	0.051

Table 5.22 shows there is no significant difference in the levels of overall organisational commitment and its sub-dimensions amongst employees varying in marital status. Hence, hypothesis 6 may not be accepted in terms of marital status.

Table 5.23 T-Test: Organisational commitment and Gender

Organisational commitment and its sub-dimensions	T	Df	P
Organisational commitment	1.974	122	0.051
Affective commitment	2.694	122	0.008*
Continuance commitment	0.304	122	0.762
Normative commitment	1.830	122	0.070

* $p < 0.01$

Table 5.23 indicates that there is a significant difference in the levels of affective commitment of male and female employees at the 1% level of significance. However, male and female employees do not display a significant difference in their levels of overall organisational commitment, continuance commitment and normative commitment respectively. Hence, hypothesis 6 may only be partially accepted in terms of gender.

In order to assess exactly where the significant differences lie, mean analyses were computed (Table 5.24).

Table 5.24 Mean Differences in Affective commitment based on Gender

Dimension	Gender	N	Mean	Standard Deviation
Organisational commitment	Male	69	3.033	0.498
	Female	54	3.188	0.643
Affective commitment	Male	69	3.121	0.691
	Female	54	3.218	0.653
Continuance commitment	Male	69	2.917	0.624
	Female	54	3.153	0.859
Normative commitment	Male	69	3.062	0.681
	Female	54	3.194	0.781

Table 5.24 indicates that female employees display significantly higher levels of affective commitment than male employees. Although, not significantly different, female employees also display higher levels of overall organisational commitment, continuance commitment and

normative commitment than male employees. The implication is that female employees are more committed to the organisation, especially affectively.

5.4.2.3 Factors influencing commitment

The extent to which employee engagement and its dimensions impact on commitment were statistically assessed.

Hypothesis 7

Employee engagement and its dimensions (vigour, absorption, dedication) significantly account for the variance in employee commitment (Table 5.25).

Table 5.25 Multiple Regression: Commitment and Employee Engagement and its dimensions

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.573 ^a	0.328	0.311	0.47217		
ANOVA						
Model	Sum of Squares		Df	Mean Square	F	p
Regression	12.970		3	4.323	19.392	0.000
Residual	26.530		119	0.223		
Total	39.500		122			
Model	Unstandardised Coefficients		Standardised Coefficients	T	p	
	B	Std. Error	Beta			
1	(Constant)	1.333	0.249		5.363	0.000
	Vigour	0.121	0.069	0.160	1.759	0.081
	Absorption	0.133	0.074	0.160	1.786	0.077
	Dedication	0.250	0.061	0.372	4.105	0.000

The result of the regression in Table 5.25 reveals that employee engagement and its sub-dimensions (vigour, absorption and dedication) account for 31.1% of the variance in

organisational commitment (Adjusted R square = 0.311). The remaining 68.9% could potentially be attributed to factors which were not included in the study. Additionally, Table 5.25 indicates that one sub-dimension of employee engagement significantly accounts for the variance at the 1% level of significance, that is, dedication. Hence, Hypothesis 7 is partially accepted. The strong influence of dedication on employee commitment is confirmed by the high Beta value (Beta = 0.372).

5.5 Analysis of qualitative data

This section proceeds with the presentation of the qualitative results and presents the responses to the structured interviews. The purpose of the qualitative study was to complement the results of the quantitative findings in relation to the objectives of the study. As mentioned in chapter four, 10 participants in managerial positions agreed to take part in the structured interviews, which accounted for a 100% response rate. The interviews were conducted at the convenience of the participants. Additionally, the interviews were conducted in the English language only and each of them lasted between 30 and 40 minutes. Using thematic analysis, themes were identified under each of the interview questions. The data collected for this study are presented and interpreted below.

5.5.1 Employees persevere even when things do not go well in their work (vigour).

The participants were probe on the factors that enables employees to preserve even when things do not go well in their work. Using thematic analysis, seven sub-themes were identified which serve as motivational factors that contribute to employee engagement (vigour) namely: career progression, appreciated for work done, training and support systems, recognition and feeling of belongingness, team success, believe in getting the job done, clear goals/objectives and communication and motivation. These factors are discussed in details and supported by the direct quote from the study.

5.5.1.1 Career progression

Based on the study, the participants expressed the view that career progression and team success were factors which contribute to the perseverance of employees in their work. One of the participants expressed the following view in support of career progression. *“I believe that employees keep performing well in their jobs because they believe their hard work will be recognised by management which will lead to career progression.”*

5.5.1.2 Recognition and feeling of belongingness

From the study, the participants expressed the view that recognition and feeling of belongingness were factors which enables employees to persevere even when things do not go well in their work. The participants expressed the following view in support of recognition and feeling of belongingness. *“When employees are made to feel like they are an integral part and a force behind the execution of a company’s vision.”* Another participant expressed the view that: *“To the extent that they are made to feel they are part of the organisation being appreciated for perseverance as well as being incentivised for the perseverance.”*

5.5.1.3 Training and support system

The study found that the participants expressed the view that training and support system were factors which contributed to employee engagement (vigour). The participant expressed the following view in support of training and support systems. *“Based on the training and support systems they receive on the job; they work to the best of their abilities which make them to persevere when things do not go well in their work.”*

5.5.1.4 Motivation

With reference to the interviews, majority of the participants expressed the view that motivation is a factor which enables employees to persevere even when things do not go well in their work. The following were some of the quotes the participants gave in this regard: *“Employees in this organisation persevere in what they do no matter the difficulty since they have good relations with their subordinates to motivate them.”* Another participant expressed the view that: *“To the extent that the manager stops motivating his/her employees. Even when the going gets hard, it is the responsibility of the manager to encourage his/her employees to push ahead for there is victory at the end of the tunnel. Once the manager continues to motivate his/her employees they will continue to persevere.”*

5.5.1.5 Believe in getting the job done

From the study, most participants expressed the view that believing in getting the job done is a factor which enables employees to persevere even when things do not go well in their work. The participants expressed the following view in support of believing in getting the job done: *“My employees believe in excellence. They are therefore inclined to succeed even when there are challenges. They see challenges as a normal phenomenon. They will give their all*

irrespective of the challenges to succeed.” Another participant is of the view that: *“Employees have targets which have to be met. They put in their all to get the job done.”*

5.5.1.6 Clear goals /objectives and communication

Based on the study, the participants expressed the view that career clear goals and communication were factors which contribute to employee engagement (vigour). One of the participants expressed the following view in support of clear goals and communication. *“Employees in the organisation persevere in difficult moments when they notice the company has clear goals, objectives and continue communication at all levels.”*

5.5.1.7 Team success

The study found that the participants expressed the view that team success is a factor which enables employees to persevere even when things do not go well in their work. The participants expressed the following quote in regard to this regard. *“The employees put in their best to ensure success is attained to promote team success.”*

From the opinions of the participants of the interviews, they all believed that their employees persevere in their work even when things do not go well. However, the results of this study agreed with the quantitative results since most of the participants indicated that they always persevere even when things are not going well in their jobs.

5.5.2 Employees are happy when they are working intensely (Absorption)

The study investigated the factors that makes employees happy when they work intensely at the bank. Using thematic analysis, seven sub-themes were identified which serve as motivational factors that contribute to employee engagement (absorption) namely: team goals and team work, when efforts yield results, feeling of belongingness, appropriately rewarded, recognition, love for work as well as clear structures and processes. These factors are discussed in details and supported by the direct quote from the study.

5.5.2.1 Team goals and Team work

Based on the study, the participants expressed the view that team goals and team work are factors which contribute to employee engagement (absorption). The following were some of the quotes the participants gave in this regard: *“Yes, they are happy. They want to achieve team goals.”* Another participant expressed the view that: *“Yes, my employees believe in team work.”*

The synergy in team work enables the team to work intensely. Therefore, the culture of intensity comes to play as and when situations call for it. They are not happy to work intensely unless they are working in teams.”

5.5.2.2 When efforts yield results

With reference to the interviews, majority of the participants expressed the view that when their efforts yield results enables them to persevere even when things do not go well in their work. One of the participants expressed the following view in support of efforts yielding results. *“Yes, my employees give their all when they know that all the energy being put in something will produce good results and will be recognised.”*

5.5.2.3 Appropriately rewarded

Based on the study, the participants expressed the view that reward is a factor which enables employees to persevere even when things do not go well in their work. A participant expressed the following view in support of reward. *“Yes, for as long as they are being rewarded appropriately.”*

5.5.2.4 Feeling of belongingness

The study found that the participants expressed the view that feeling of belongingness is a factor that leads to employee engagement (absorption). One of the participants expressed the following view in support of this theme. *“Yes, my employees feel part and parcel of the organisation and this makes them work intensely.”*

5.5.2.5 Recognition

With reference to the interviews, most of the participants indicated that recognition is a vital factor that enables employees to work intensely. The following are some few iterative voices of the participants. *“Yes, they are always excited when their efforts yield results and are publicly recognised.”* Another participant expressed the view that: *“Yes, my employees are very happy when they work intensely since they know I do acknowledge their hard efforts and privately congratulate them.”* Another participant is of the view that: *“Yes, they are being given the needed support and systems to accomplish their task and also when due recognition is given.”*

5.5.2.6 Clear structures and processes

The results of the study suggested that clear structures and processes were vital factors that enables employees to work intensely. One of the participants expressed the following view in support of this theme. *“Yes, because there are clear structures and processes in place to support them, hence they work intensely.”*

5.5.2.7 Love for work

Based on the study, the participants expressed the view that career clear goals and communication are factors which contribute to employee engagement (absorption). One of the participants expressed the following view in support of this theme. *“Yes, I feel my employees love their work and feel happy when they work intensely.”*

From the illustrative voices above, it can be generally concluded that the employees in the organisation are highly absorbed in their work. The findings of this study also reaffirmed the results of the quantitative study.

5.5.3 Employees are enthusiastic about their jobs (Dedication)

The participants were probe on the factors that contribute to employees being enthusiastic about their jobs at the bank. Using thematic analysis, seven sub-themes were identified which serve as motivational factors that contribute to employee engagement (dedication) namely: career progression, perseverance, good attitude, recognition, punctuality, winning together, bonuses as well as training and development. These factors are discussed in details and supported by the direct quote from the study.

5.5.3.1 Career progression

The study found that career progression is one of the factors that contribute to employees being enthusiastic about their jobs at the bank. Based on the interviews, one of the participants was of the view that: *“To quite a large extent. For reasons of career progression.”*

5.5.3.2 Perseverance

Based on the study, the participants expressed the view that the perseverance of employees contribute to them being enthusiastic about their jobs at the bank. One of the participants expressed the following view in support of this theme. *“To every large extent of perseverance.”*

5.5.3.3 Punctuality

According to the study, majority of the participants are punctual at work. The proceeding illustrative voice supported this argument. One of them said that: *“I believe my employees are very enthusiastic about their job judging from their attitude towards works. Some are willing to come to work way earlier than the supposed time and leave beyond the closing time without any incentives sometimes.”* Another participant is of the view that: *“They do not mind coming to work early and closing late to ensure team targets are met. The majority sacrifice their weekends to ensure targets are met.”* Another participant expressed the view that: *“They are always punctual to work, they make little complaints when workload is heavy, and they have time for what they do. They are also happy when the company gains profit and also become sad when profits are down.”* Also, one of the participants said that: *“My employees are enthusiastic about their job because they are very punctual at work.”*

5.5.3.4 Recognition

The study found that recognition is one of the factors that enables employees to more enthusiastic about their jobs at the bank. Based on the interviews, one of the participants was of the view that: *“As long as they are getting recognition for what they do.”*

5.5.3.5 Winning together

The results of the study indicated that winning together is one of the factors that enables employees to more enthusiastic about their jobs at the bank. One participant was quoted saying that: *“My employees believe in winning together. This enables them to be committed to what they do. Thus, they are always enthusiastic to succeed.”*

5.5.3.6 Bonuses

With reference to the interviews, one participant was of the view that bonuses given to employees enables them to be more enthusiastic about their jobs at the bank. A participant expressed the following view in support of bonuses. *“There are bonuses given to employees for their exceptional performance. As a result, most employees are very enthusiastic about their job in order to achieve such rewards.”*

5.5.3.7 Training and development

The results of the study revealed that training and development programmes enables employees to be more enthusiastic about their jobs at the bank. The proceeding illustrative voice supported this theme: *“Employees are enthusiastic because of training and development for employees and employees are supported to grow in their careers.”*

From the above quotes, it can be concluded that the participants in the organisation were enthusiastic about their jobs based on the above mentions sub-themes. The findings of this study also reaffirmed the quantitative results.

5.5.4 Employees are happy to spend the rest of their career with this organisation (Affective commitment)

The participants were probe on the factors that contribute to employees spending the rest of their career with the bank. Using thematic analysis, five sub-themes were identified as factors that contribute to affective commitment of employees namely: protect the image of the organisation, knowing about the organisation, rewards and incentives, employee and career development as well as training programs. The following were some of the quotes which supported this finding.

5.5.4.1 Protect the image of the organisation

Based on the study, the participants expressed the view that they are happy to spend the rest of the career with the bank hence they protect the image of the organisation. A participant expressed the following view in support of this theme. *“Yes, the employees like the organisation and they go an extra mile to protect the image of the organisation.”*

5.5.4.2 Know a lot about the organisation

With reference to the interviews, one participant was of the view that they are happy to spend the rest of the career with the bank since they know a lot about the organisation. A participant expressed the following view in support of this theme. *“Yes, most employees have been with the organisation for 10 years and more. With the exception of a few employees, most of the employees are happy to stay with the organisation since they know a lot about the organisation.”*

5.5.4.3 Rewards and incentives

The study found that, majority of the participants were of the opinion that rewards and incentives enables their employees to be happy and would want to spend the rest of the career with the bank since they know a lot about the organisation. The proceeding illustrative voices supported this theme. *“Yes, due to the dynamism in the job and its reward systems, employees often love to stay.”* Another participant expressed the view that: *“Yes, our organisation has incentives and benefits that other companies do not have. This makes the employees more committed to this organisation because the competitors offer less.”*

5.5.4.4 Employee and career development

The study found that the organisation aided employees with career and employee development which enabled them to be happy and want to spend the rest of the career with the bank since they know a lot about the organisation. One participant was quoted saying that: *“Yes, because of various mechanisms put in place for employee development they really like to stay long.”* Another participant expressed the view that: *“Yes, since the organisation helps employees to develop and grow in their careers they often love to stay.”*

5.5.4.5 Training programs

The results of the study indicated that training programs held in the organisation made employees happy and want to spend the rest of the career with the bank since they know a lot about the organisation. One participant was quoted saying that: *“Yes, I believe my employees are happy to spend the rest of their career with the organisation, because they love the training programs offered at the bank.”*

Though majority of the participants indicated that they believe their employees are very happy to spend the rest of their career with the organisation, few participants (n=3) still disagreed that the employees are not happy to spend the rest of their career with the organisation. Using thematic analysis, three sub-themes were identified as factors that hinder employees from spending the rest of their career with the organisation namely: better opportunities, lack of employment opportunities and stressful jobs. The proceeding illustrative voice supported this argument:

5.5.4.6 Better opportunities

The results of the study revealed that employees refuse to spend the rest of their career with the organisation since employees are offered better opportunities to develop their careers at other organisations. A participant was quoted saying that: *“No, employees would like to expand their knowledge base so they will welcome opportunities elsewhere.”*

5.5.4.7 Lack of employment opportunities

Based on the study, the participants were of the view that due to lack of employment opportunities employees decide to spend the rest of their career with organisation. The proceeding illustrative voice supported this theme. *“No, they find themselves in this organisation because of lack of employment opportunities outside.”*

5.5.4.8 Stressful jobs

The study found that the participants were opinion that the employees were feeling stressed and not happy to spend the rest of their career with organisation. A participant was quoted saying that: *“No, the work is very involving and stressful; also, the risk nature of one’s job role is high.”*

Based on the above findings, it can be inferred that most of the participants in the organisation are happy to spend the rest of their career with the organisation. However, the findings were not related to the results of the quantitative study.

5.5.5 Employees find it very hard to leave the organisation right now, even if they wanted to (Continuance commitment)

The participants were probe on the factors that makes it hard for employees to leave the organisation even if they wanted to. Using thematic analysis, seven sub-themes were cited as factors that makes employees find it very difficult to leave the organisation right now, even if they wanted to, namely: job-rotation, love the organisation, better job alternatives, employee development, organisational culture, good working conditions and pay.

5.5.5.1 Job rotation

From the study, the participants expressed the view that they find it hard to leave the organisation since employees easily rotate jobs. A participant was quoted saying that: *“Yes,*

the systems in place make it easier for employees to rotate around other departments to enable them to find their career dreams.”

5.5.5.2 Love the organisation

The results of the study indicated that the participants were of the view that their employees love the organisation and hence will make it difficult for them to leave the organisation. The proceeding illustrative voice supported this theme. *“Yes, since the employees really love the organisation.”*

5.5.5.3 Better job alternatives

The results of the study revealed that the participants were of the view that their employees had better job alternatives at other organisations. A participant was quoted saying that: *“Yes, most employees usually decide to stay because the organisation offers them a better alternative.”*

5.5.5.4 Employee development

The study found that, the participants expressed the view that employee development is a factor that makes it hard for employees to leave the organisation even if they wanted to. One of the participants expressed the view that: *“Yes, with numerous employee development plans put in place to see to the total development of their well-being.”*

5.5.5.5 Organisational culture

The results of the study indicated that employees appreciate the culture of the bank, hence, made it hard for employees to leave the organisation even if they wanted to. Based on the interviews, the participant quoted this in relation to organisational culture. *“Yes, though every employee has the right to leave at any time. But the employees of this organisation find it difficult to leave this organisation due to the proper organisational culture.”*

5.5.5.6 Good working conditions

The results of the study suggested that good working conditions at the organisation makes it hard for employees to leave even if they wanted to. Based on the interviews, one of the participants said that: *“Yes, employees find it very hard to leave the organisation because they feel with the current exposure and working conditions that they experience now with the organisation, they cannot get that kind of exposure or working conditions elsewhere. In*

situations like this they find it very difficult to leave the organisation.” Another participant expressed the view that: “Yes, employees are happy to be in the organisation because of good working conditions at the organisation.”

5.5.5.7 Well paid

The findings from the study showed that good pay given to employees at the organisation makes it hard for employees to leave even if they wanted to. One of the participants said that: *“Yes, my employees are very happy to stay with this organisation because they are paid very well.”* Another participant expressed the view that: *“Yes, because my employees receive good pay.”* Another participant expressed the view that: *“Yes, since the organisation pays the employees very well for the work they do.”*

Based on the above findings, it can be inferred that majority of the participants in the organisation find it very hard to leave the organisation right now, even if they wanted to. However, the findings were not related to the results of the quantitative study. Since almost half of the participants neither agree nor disagree that it will be very hard for them to leave the organisation right now, even if they wanted to.

5.5.6 Employees’ jumping from one organisation to another (Normative commitment)

Furthermore, the study investigated the reason why participants find it ethical to jump from one organisation to another unethical. Using thematic analysis, six sub-themes were cited as reason why participants find it ethical to jump from one organisation to another unethical, namely: career change, gain more experiences, positive exposure, better conditions of service, diversifies experience, salary differences and job security.

5.5.6.1 Career change

The results of the study indicated that the participants jumping from one organisation to the other is ethical since it enables employees to change their career. One of the participants said that: *“No, an employee can change career for a good reason. There is nothing unethical about it.”*

5.5.6.2 Gain more experience

The results of the study revealed that employees jump from one organisation to the other in order to gain experience. Based on the interviews, one of the participants expressed the opinion that: *“No, every organisation has its ethics and way of management. Thus, a person might move to another organisation to gain more and diverse experiences.”*

5.5.6.3 Positive exposure

According to the study, most of the participants expressed the view that jumping from one organisation to the other is ethical since it enables employees to get positive exposure. The proceeding illustrative voices supported this argument. *“No, jumping from one job to another often positively exposes the employees to a wide range of experience and opportunities.”* Another participant expressed the view that: *“No, job changes are vital in the sphere of a chosen career path. It increases the challenges a person may be living with by giving him/her more exposure. It therefore affords the opportunity for a person to tune themselves for better roles ahead.”*

5.5.6.4 Better conditions of service

It was found that most of the participants expressed the view that jumping from one organisation to the other is ethical since it enables employees to get better conditions of service. Based on the interviews, a participant voiced out that: *“No, never unethical. Because competition demands if one organisation is offering a better condition of service better than what is being given, an employee can move to that organisation.”* Another participant was quoted saying that: *“No, employees can move from one organisation to the other in pursuit for better working conditions to enhance their career.”*

5.5.6.5 Diversifies experience

The study revealed that employees jump from one organisation to the other in order to gain diverse experience. In relation to the interviews, a participant voiced out that: *“No, it is not unethical to jump from one organisation to another. I believe it rather diversifies experience and enriches talents.”*

5.5.6.6 Salary differences and job security

The findings from the study showed that employees jump from one organisation to the other in order to get better salaries and to feel secured about their jobs. The proceeding illustrative voice supported this argument. *“No, employees can move from one organisation to the other in pursuit for better services; it may depend on several factors such as salary differences and job security.”*

Though majority of the participants indicated that they believe jumping from one organisation to the other is ethical, a few participants were also of the view that jumping from one organisation to another organisation is unethical. Using thematic analysis, two sub-themes were identified as reason why participants find it unethical to jump from one organisation to the other.

5.5.6.7 Misguided priorities

According to the study, the participant was of the view that misguided priorities made employees jump from one organisation to the other. One of the participants said that: *“Yes, I think it is unethical, because any employee jumping from one organisation to another may have misguided priorities. Because an employee must have short, medium or long terms goals with the organisation. So, changing of organisation may not necessarily solve your problems whether being salary, promotion or any other thing. It is unethical.”*

5.5.6.8 Job satisfaction

The results of the study revealed that when employees are not satisfied with their jobs it is ethical for them to move to another organisation. One of the participants said that: *“Yes, when employees are not satisfied with their jobs, they have the right to move to another organisation.”*

Based on the above findings, it can be inferred that most of the participants in the organisation think employees' jumping from one organisation to another organisation is ethical. However, the findings of the qualitative study concur with the results of the quantitative study.

5.6 Conclusion

The chapter presented and interpreted the results of the study generated using descriptive and inferential statistics. Descriptive statistics were used to present and analyse the demographic data. The biographical variables were presented in frequency distribution tables, bar graphs and pie charts. The formulated research questions were analysed in this chapter, utilising both descriptive and inferential statistics. Specifically, Pearson's product moment correlation coefficient, Analysis of variance, T-test and multiple regression were used in the analysis to draw conclusions on the hypotheses of the study. Furthermore, this chapter presented the findings of the qualitative study and gave an account the results of the perceptions managers have about the levels of engagement and commitment of the employees in the organisation. However, these conclusions lack meaning unless they are compared and contrasted with the findings of other authors' research findings in the areas of employee engagement and organisational commitment.

CHAPTER SIX

DISCUSSION OF RESULTS

6.1 Introduction

The previous chapter presented the results of both the quantitative and qualitative study. This chapter presents the discussion of results acquired from the application of both descriptive and inferential statistics as well as the qualitative results by comparing and contrasting the findings of this research with those of other researchers. The purpose of this chapter is to authenticate if the objectives of the study have been attained or not, and to find solutions to the research questions. Through this, a greater meaning can be established for the results of this study.

6.2 Discussion of results

The research questions, objectives and hypotheses employed in this study were constructed to relate to each other in such a way that when the research objectives are accomplished, the questions will also be met. Furthermore, when the research hypotheses were tested and verdicts taken on whether to accept or reject the hypotheses, the objectives were concurrently met. Discussions on the results in relation to the formulated research questions, hypotheses and objectives of the study are presented in the subheadings beneath.

6.2.1 Dimensions of employee engagement and commitment

The discussion on the employee engagement and its sub-dimensions (vigour, absorption and dedication) as well as organisational commitment and its sub-dimensions (affective commitment, continuance commitment and normative commitment) were evaluated using descriptive statistics respectively.

6.2.1.1 Employee engagement and sub-dimensions

In this study, the employees at the bank displayed fairly high levels of overall engagement (Mean = 3.482). The majority of the participants reflect that they always try to perform at their best to ensure the accomplishment of organisational objectives. Kazimoto (2016) also established the fact that the majority of the workers were engaged in their work, only due to accessibility of working gears as well as resources available. However, Agyemang and Ofei (2013) are of the view that employees in private organisations have higher levels of engagement. Furthermore, Kruse (2012) posits that when employees are highly engaged, they

tend to care for the companies they work in and are more determined to attain the company's objectives.

Bakker et al. (2011a) admit that there are numerous significant questions concerning engagement. The authors raised several questions regarding engagement; one prominent one being the dynamic and temporal nature of the concept. For some years, most researchers have been probing the day-to-day alterations in engagement, by considering temporal forms of work associated experiences and conducts. Bakker et al. (2011b) are of the view that employees are not equally engaged at their job throughout their days at work; there are days on which employees feel more engaged than on other days. Research by Sonnentag (2011) confirmed that the level of engagement varies substantially within employees.

Similarly, Schaufeli and Salanova (2011) took the construct of engagement further by addressing the need to conceptualise task engagement as well. According to the authors, jobs are made up of numerous tasks and workers may feel more engaged while carrying out some tasks as compared to others. Therefore, the study of task engagement would allow a deeper investigation of the dynamic nature of engagement. Engaged workers attach special creativity to their jobs and produce their own opinions on their achievement; they continue to look for new tasks that will challenge them and are committed to attaining distinction in their performance and as a result get positive feedback from their bosses (Vinué, Saso, & Berrozpe, 2017).

The separate sub-dimensions of employee engagement are also discussed.

- **Dedication**

Deeper analysis of the dimensions of engagement using quantitative analysis showed that employees are fairly highly dedicated to their jobs (Mean = 3.600). However, the results of a study conducted by Venter (2012) reveals that the employees were highly dedicated to their work as compared to the other two dimensions of engagement. Rayton and Yalabik (2014) maintain that this dimension is about being enthused, passionate and highly involved in one's work. In addition, Robinson (2018) believes that workers who are dedicated feel appreciated by the company, since they have opportunities to contribute to the development of the company. Nevertheless, in the case of the qualitative study, the participants expressed that recognition and bonuses influences the dedication of employees at the bank. A study by Kamau

(2015, p. 17) affirms that “giving bonuses, awards and praising workers publicly makes them feel treasured and valued by the company and a result increase their morale”.

Dedication is categorised by a sense of importance, an employee being proud of what he or she does, being motivated, passionate and thriving when provoked with challenges at work (Sonn, 2015). In addition, dedicated employees find their contribution to the company very vital and this makes them want to do more. Hence, Sonn (2015) regards dedication as high levels of identification a worker has with his/her job. Similarly, Davids (2011, p. 97) confirms that “those who score high on dedication strongly identify with their work because it is experienced as meaningful, inspiring, and challenging”.

On the contrary, Ventura, Salanova and Llorens (2015) argue that employees who feel drained by their work are less passionate, gratified and motivated leading to low levels of dedication. When such employees encounter difficulties, they are less likely to be enthusiastic about their work. Furthermore, Venter (2012) is of the view that during high job demands with less job resources, academics still scored high on dedication. This may be enlightened by the verdict of Coetzee and Bergh (2009) that academics have a sturdy career drive and see their career as a ‘calling’. Therefore, it may be that a strong psychosomatic career resource of career purpose may aid as an intermediary between job demands and job resources and, bring about high dedication (Venter, 2012). Sonn (2015) maintains that resources aid to boost the dedication of employees when workers have sufficient means to accomplish a task. However, Venter (2012) observes that the higher the self-esteem and behavioural flexibility of the employees, the higher their level of dedication.

- **Vigour**

The literature did lead the researcher to anticipate that vigour would be a leading feature of engagement; instead, it was second to dedication. In using quantitative analysis to assess the level of vigour the employees have towards their work, it was evident that the majority of employees have moderate levels of energy towards their work (Mean = 3.550). However, the results of research conducted by Deligero and Laguador (2014) reveal that the employees have high engagement in terms of vigour. According to Boikanyo (2012), employees who score high on vigour are usually considered to have much vitality and fortitude when working, while those who score low on vigour have less vitality and fortitude towards their work. Employees who invest more power and determination in their work persevere even when faced with challenges

(Shekari, 2015). Feelings of vigour generate higher effort in an employee's job (Schweitzer, 2014). The qualitative part of this study also reflected that communication influences employees at the bank to have high levels of vigour. A study by Mbhele (2016) concurs with the verdict of this study.

Bakker and Xanthopoulou (2009) indicate that employees who intermingle regularly have high levels of vigour and this contributes to an optimistic work environment that hence, team work. Additionally, in the case of the qualitative part of the study, the participants expressed that working in teams enable employees to achieve success, which leads to high levels of vigour. According to Gaspar (2016), employees who have high vigour feel enthusiastic, sturdy as well as vigorous while performing their work and experience positive emotions that lead to feelings of fulfilment. Urgently getting work done with quality through genuineness leads to an ultimate outcome that may inspire other employees to do the same (Laguador, 2013). Vigour is an essential factor that arouses artistic and pre-emptive engaging behaviours relevant for the organisation (Sonnetag & Niessen, 2008). González-Romá, Schaufeli, Bakker and Lloret (2006) attest that lower levels of energy may specify high fatigue levels, but greater levels of vitality point to a high amount of vigour in employees.

- **Absorption**

The third element of engagement measured was absorption. This study with the use of quantitative analysis assessed the perceptions of employees on absorption and found that employees at the bank believe that they are engrossed in their work, which positively affects engagement (Mean = 3.316). Even though the mean score is fairly high it has the lowest mean score as compared to the other two dimensions of engagement. This is not that surprising, since a study by Davids (2011) using the statements measuring absorption also received the lowest average score among the other dimensions of engagement. Employees who score high on absorption feel that they usually are gladly mesmerised in their job to the extent that they have difficulty separating themselves from it since it carries them away. The qualitative aspect of the study also indicated that rewards given to employees as well as being recognised publicly or privately by their supervisors enable them to be highly immersed in their work. Saks (2006) confirms that acknowledgment and rewards have an impact on engagement. The author maintains that when workers are given rewards and acknowledgment by their company, they feel indebted to be highly absorbed in their job. However, those who score low on this

dimension do not feel captivated or submerged in their work; neither do they want to isolate from it.

According to Klette (2017), the use of high-level skills for thought-provoking tasks result in deep attentiveness, absorption or involvement of the employee in the task. A study by Schaufeli and Bakker (2010) established that absorption is a relevant aspect of engagement. In contrast, even though absorption has been confirmed by several academics as part of the engagement scale, other researchers have asked whether this dimension is indeed a key element of engagement; nonetheless, it might be a sign of workaholism (Hakanen, Rodríguez-Sánchez, & Perhoniemi, 2012; Schaufeli, Taris, & van Rhenen, 2008). A study by Schaufeli et al. (2008) affirms this disagreement by finding that eliminating the absorption dimension when measuring engagement will not necessarily affect any information received in terms of relationships with a variable.

6.2.1.2 Organisational commitment and sub-dimensions

The quantitative analysis of this study found that the employees at the bank indicated fair levels of overall commitment (Mean = 3.101). The majority of the participants reflect that they are strongly committed to the organisation. However, a study conducted by Jayarathna (2016) concludes that the employees have high levels of organisational commitment. According to Dachapalli (2016), evidence indicates that employees displayed strong levels of overall commitment to their organisation. Berberoglu's (2018) research on health workers in public hospitals in North Cyprus concludes that employees have high levels of commitment. However, Manetje (2009) argues that employees who find their job roles unclear might have lower or no commitment to the company.

Committed workers become sentimentally committed to their company and they begin to feel intimately accountable for the success of the company (Cherian, Alkhatib, & Aggarwal, 2018). In addition, Norizan (2012) concludes that employees who are supported by their employers are committed as well as devoted to remain working with their organisation. Workers who are committed usually display greater determination in pursuit of their company's objectives and will identify themselves more with the company's goals (Samudi et al., 2016). In contrast, when workers are less committed, they have a habit of been absentminded at work, perform poorly, are less satisfied with their job as well as have high levels of stress which usually leads to a decline in the health of the workers (Jayarathna, 2016). Bryson and White (2008) maintain

that it is challenging to measure organisational commitment from a broad angle. Hence, there is a need to categorise it by measuring the diverse dimensions of commitment.

The separate sub-dimensions of organisational commitment are also discussed.

- **Affective commitment**

Deeper analysis of the dimensions of commitment using quantitative analysis revealed that employees are fairly affectively committed (Mean = 3.164). Among the three dimensions of commitment, affective commitment scored the highest average. The results of the study also correspond with Ramakhula-Mabona (2014) who concludes in her investigation among civil engineers in Lesotho that employees scored moderate levels of affective commitment. In addition, Mwangi (2015) maintains that a strong sense of belonging to the company and feelings of being part of the extensive company impact on affective commitment. However, Dachapalli (2016) concludes in her investigation that employees scored greater levels of affective commitment.

In the case of the qualitative results of the current study, the majority of the participants maintain that employees are very happy to spend the rest of their profession with the bank. It further found that since various mechanisms (perceived support and incentives) are put in place for employee development, the workers become affectively committed to the bank. Grund and Titz (2018) agree with findings of this study that the perceived support by the company for employee development significantly increases employees' affective commitment. Furthermore, the qualitative study expressed that training programs offered by the bank enhances the affective commitment of the employees. Another study by Bulut and Culha (2010) affirm that employees become affectively committed to the company due their training programs.

Mouhamadou (2015) describes affective commitment as the degree to which workers feel emotionally attached, identified, and involved with their present company. According to Satardien (2014), it is sometimes referred to as an emotional attachment to the company and it is the most predominant dimension defining organisational commitment. Affectively committed workers will remain working at the company because they want to (Naik, 2012). Alniaçik, Alniaçik, Erat and Akçin (2013) consider affective commitment as the most appropriate measurement of commitment. This dimension of commitment may lead to desired

behavioural conduct such as readiness to assist or a tendency for advanced improvement (Burmam, Zeplin, & Riley, 2009).

- **Normative commitment**

The quantitative analysis of this study found a moderate level of normative commitment of employees (Mean = 3.120). Similarly, the findings of Ramakhula-Mabona (2014) showed moderate levels of normative commitment in employees. The study exhibited moderate levels of commitment due to a number of diverse sources as mentioned by Klein, Becker and Meyer (2009). The authors disclosed that this form of commitment may be as a result of training programs and other expenses incurred by the company on behalf of the employee who, in return, feels obliged to remain working in that company in order to pay the organisation back. However, Valaei and Rezaei (2016) maintain that workers who display high levels of normative commitment naturally avail their vitality and skills to the company since they feel a deep sense of such behaviour. An alternative cause for the moderate levels of normative commitment may be linked to the loyalty of the workers in the organisation.

However, in the case of the qualitative results in this study, the majority of the participants are of the view that it is ethical to jump from one company to another. It further discloses that salary is a major factor that pushes employees to jump from one company to the other. Employees usually move to companies which will pay them deserving salaries. Vandenberghe and Tremblay (2008) agree that there is a significant link between salary and normative commitment.

Rodwen cited in Ramakhula-Mabona (2014) attests that employees, who feel it is ethical to be faithful to a company are sturdily grateful to be part of the company. According to Chung (2013), when workers consider such expenses and rewards received from the company, they feel obligated to stay in the organisation. Sayani and Swamy (2014) postulate that it is a responsibility established on the bases of an individual's principles in which the worker feels indebted to remain working in that company in order to reciprocate the benefits he/she has enjoyed for being an employee of the organisation. Conversely, Cohen (2007) contends that the measuring of normative commitment provides less information about the commitment of existing workers. In lieu of this, "normative commitment gives information about individual differences regarding their propensity to become morally committed to the organisation" (Cohen, 2007, p. 343).

- **Continuance commitment**

In this study the quantitative analysis showed that the employees at the bank indicated moderate levels of continuance commitment (Mean = 3.101). Even though the mean score is moderate, it has the lowest mean score as compared to the other two dimensions of commitment. This implies that most of the employees will want to remain with the bank due to costs related to leaving. Correspondingly, the results of Ramakhula-Mabona (2014) indicate moderate levels of continuance commitment in employees. According to Riggle, Endmondson and Hansen (2009), it is an obligation to the organisation grounded on the cost the worker will suffer when parting from the organisation. The authors explicate that in the course of the employees working in the organisation, they tend to accumulate both financial and social benefits from the organisation which makes it difficult for them to leave. Alhassan (2012) attests that some of these benefits include having a good work relationship with their employer, their work investment, retirement benefits, as well as new job skills attained.

Additionally, the qualitative results of this study revealed that the majority of the participants are of the view that workers find it hard to leave the bank. It further discloses that employees are very happy to stay with the bank because they are paid very well. Similarly, Riggle et al. (2009) are of view that the more employees remain in the company, they will continue enjoying more benefits which will thereby enhance commitment to the company since they do not want lose such aids. Ahmadi (2011) is of the view that encouraging continuance commitment is immoral and has a harmful effect on a company. Klein et al. (2009) maintain that investments such as length of service, efforts made towards one's job as well as the exact skills developed are hard to use in other companies. This implies that an employee cultivates reasonable levels of commitment since she/he observes less job opportunities. Moreover, it will cost them more should they decide to leave the organisation and hence, they become emotionally committed to the company.

6.2.2 The relationships between the sub-dimensions of employee engagement

Ariani (2015, p. 193) maintains that “engagement is characterized by vigour, dedication, and absorption.” The current study indicates that there exist significant relationships among the sub-dimensions of employee engagement (vigour, absorption, dedication) respectively. The correlations amongst the dimensions of engagement are also reported in preceding studies (Christian & Slaughter, 2007; De Bruin, Hill, Henn, & Muller, 2013). This indicates that vigour, dedication as well as absorption can certainly stand unaided. The results of this study

concur with the findings of Yalabik, Van Rossenberg, Kinnie and Swart (2015) that there are significant correlations among vigour, dedication and absorption, respectively. All these three dimensions help develop firm and confident attitudes amongst employees towards their work, and as a result play a key role in guaranteeing that they give off their best.

Engaged workers toil hard (vigour), they are also involved (dedicated) as well as feel immersed (absorbed) in their various jobs (Hlongwane & Ledimo, 2015). Furthermore, the finding of this study is also confirmed by De la Rocha (2015), who investigated groups with 250 or less participants and, found that vigour, dedication and absorption were significantly and positively correlated with one another. Similarly, Wefald and Downey (2009) also agree that a strong correlation amongst the three dimensions indicate that engagement is a single dimension. According to De la Rocha (2015, p. 32), “the strong correlations between predictors indicate that vigour, dedication and absorption measured the same construct (that is, employee engagement). The strength of these relationships also suggests that these dimensions were redundant with one another.”

Kravina, Falco, De Carlo and Andreassen (2014) maintain that engagement is significant for companies of this era since it boosts the energy levels, enthusiasm and urge to accomplish more than what is required of a worker. Employee engagement is beneficial to companies since it increases the output and effectiveness of workers; clients become more gratified and loyal and, the workers tend to experience positive sentiments (Bakker & Demerouti, 2007; Bowles & Cooper, 2012; Kravina et al., 2014). Furthermore, the affirmative outcomes of engagement also include high performance by workers, commitment, enthusiasm, high levels of self-control, support from colleagues, as well as low turnover rates (Bakker et al., 2011a; Schaufelli & Salanova, 2007b).

6.2.3 The relationship between the sub-dimensions of organisational commitment

This study concludes that there is significant relationships between the sub-dimensions of organisational commitment (affective commitment, continuance commitment and normative commitment) respectively. Similarly, the study conducted by Ramakhula-Mabona (2014) established significant correlations amongst the three dimensions of organisational commitment. Klein et al. (2009) affirm that these three dimensions of commitment co-exist. The dimensions of the commitment differ only on the basis of their ultimate purposes and significances. For instance, passionate workers will continue working in the organisation with

much eagerness which enable them to attain organisational goals. In contrast, a worker who has acquired non-transferable skills and have accumulated benefits over a period of time and consequently, mandated to stay with the organisation, may not be determined to go the extra mile to help the organisation (Klein et al., 2009).

A study by Ahmad (2018) corroborates the findings of this study. Martin (2008) affirms that the three dimensions should be considered as constituents and not as diverse forms of organisational commitment. An employee can have features of all the constituents of commitment at the same. It is as a result not meaningful to consider them as distinct forms but rather as components. Additionally, Sharma, Young and Wilkinson cited in Roxenhall and Andrésen (2012) suggest that in long-term relationships the affective component becomes sturdier and plays a more significant role than the other two dimensions. Heery and Noon cited in Anttila (2015) affirm that different forms of commitments may occur at the same time and workers continually have several commitments to diverse organisations and people at a particular time. An employee whose goals are similar to that of the company remains working in it since he/she wants to; the decision to stay is influenced by the cost of leaving the organisation. Others also choose to stay due to their moral obligation to the organisation (Simons & Buitendach, 2013).

6.2.4 The relationships between the sub-dimensions of engagement and sub-dimensions of commitment

This study indicates that there are significant relationships among the sub-dimensions of employee engagement (vigour, absorption, dedication) and commitment (affective commitment, continuance commitment, normative commitment) respectively. A study conducted by Simons and Buitendach (2013) corroborate the findings of this study. In addition, a study amid 202 female workers at a University in Iran found that there was a significant link between the sub-dimensions of engagement and sub-dimensions of commitment (Eghlidi & Karimi, 2016). The study pointed out that if jobs were made in such a way to bring about vitality, pride as well as focus, workers might move towards achieving the objectives and aims of the company, thus increasing the commitment of the workers (Eghlidi & Karimi, 2016). The trends in the correlations indicate constant relationships that can be presumed among the above stated dimensions.

However, Gokul, Sridevi and Srinivasan (2012) conclude that only dedication of engagement showed a significant relation with affective commitment. Vigoda-Gadot, Eldor and Schohat (2013) argue that even though affective commitment is a facet of engagement it is, however, not equivalent to it. Workers who see their job as being manageable, are optimistic about a better future of their jobs, have an affirmative attitude towards their job and are highly engaged in their jobs (Attridge, 2009). The commitment of employees to an organisation has major distinct influences on organisational results, for instance, employee job performance and satisfaction, turnover, and organisational citizenship behaviour. This study concludes that employee engagement and its sub-dimensions of vigour, absorption and dedication are related to organisational commitment and its sub-dimensions of affective commitment, continuance commitment and normative commitment and have the potential to enhance it.

6.2.5 The relationship between employee engagement and organisational commitment

This study indicates that there is a significant relationship between employee engagement and organisational commitment. Similarly, Bakker and Demerouti (2008) and Field and Buitendach (2011) concur with the findings of this study that engagement has a relationship with commitment. According to Field and Buitendach (2011), commitment is vital in the work environment since it produces good results and engagement is connected to it. It is apparent that engagement intermediates the link between features of the job as well as constructive work results such as organisational commitment (Saks, 2006; Simpson, 2009). Additionally, a study by Van Zyl, Deacon and Rothmann (2010) corroborate the finding of this study that there is a connection between engagement and commitment.

A similar finding was made by Beukes and Botha (2013) in their study which investigated the relationship between organisational commitment and engagement among nursing workers. The findings of their study also revealed that a greater degree of nurses accomplished their task with passion, which as a result increased their levels of engagement and commitment they exhibit at their various hospitals. Workers who are engaged, tend to improve on their duty to give back to their company for resources provided, thereby making them committed to their company (Hakanen et al., 2008). Other researchers have also established that engagement and commitment have a complementary connection (Hakanen, Bakker, & Schaufeli, 2006; Macey & Schneider, 2008; Steyn, 2011; Vecina, Chacón, Sueiro, & Barrón, 2012).

Additionally, the outcome of this study is attuned with a prominent theory by Cohen (2014), who postulates that being able to engage workers in their jobs would be the preliminary phase in the direction of harnessing a committed work environment. According to Saks (2006), commitment refers merely to the workers' allegiance, attitudes as well as connection to the company and this is beneficial to the company. However, engagement cannot be referred to as an attitude; but rather it is a level of how focused and engrossed workers are in their jobs (Saks, 2006). Furthermore, commitment centres on the company, whereas the engagement centres on the job.

6.3 Employee engagement and its Sub-dimensions and Biographical Correlates

The influence of the biographical variables of age, gender, marital status and tenure on employee engagement and its sub-dimensions (vigour, absorption and dedication) are also discussed.

6.3.1 Overall engagement and biographical correlates

This study established that there is a significant difference in the levels of engagement of employees varying in age regarding overall engagement. The finding indicates that younger employees are more engaged than older employees in the organisation. Perhaps, the younger employees are more vibrant and are willing to explore more thereby making them more engaged in their work. According to Robertson-Smith and Markwick (2009), young workers who freshly join an organisation may be optimistic and engaged but will later become detached with time. Garg (2014) concurs that engagement significantly differs with age. Additionally, James et al. (2011) established the fact that there is a significant difference between age clusters and engagement.

However, the authors contend that older workers are more engaged as compared to younger employees. Conversely, a study conducted by Kaliannan and Adjovu (2015) argue that employee engagement does not vary with regard to a worker's age. Also, Victor and Patil (2016) contend that there is no difference between ages of employees and overall engagement. However, Tran (2018) affirms that the age of employees also plays a part in determining their level of engagement.

Furthermore, this study also indicates that there is a significant difference in the levels of overall engagement amongst male and female employees. Female workers in the company are

more engaged in their work as compared to the male workers. Perhaps, the female employees are more engaged in their work since having entered the job market much later than their male counterparts as a result of labour equality and, constantly feel the need to prove their worth. Nonetheless, Schaufeli, Bakker and Salanova (2006) maintain that male workers have higher engagement dimensions as compared to females. The finding of this study corresponds with that of Shukla et al. (2015), which also concludes that engagement levels vary amongst male and female workers in the company. Conversely, Yadav (2016) argues that there is no difference between engagement based on the gender of academic staff in an institution in India.

Furthermore, there is also a significant difference in the levels of overall engagement varying in marital status. The current study reveals that single employees have a higher level of engagement as compared to married employees. This may be attributed to the fact that single employees have greater time at hand that allows them to focus more whilst married employees still have to balance work and family responsibilities. The findings of Gulati (2016) corroborates with the finding of this study that there is a significant difference between the levels of engagement and marital status of employees. On the other hand, Anand, Banu, Rengarajan, Thirumorthy, Rajkumar and Madhumitha (2016) argue that there is no difference in engagement amongst employees varying in marital status.

This study displays no significant difference in the levels of overall engagement varying in tenure. Similarly, Albdour and Altarawneh (2014) concur with the findings of this study. According to Stumpf, Tymon Jr. and Van Dam (2013), workers with less years of service in an organisation experience high levels of engagement. According to Robinson (2007), as employees increase in their years of service in a company, the more they deteriorate in their levels of engagement.

6.3.2 Vigour and biographical correlates

This study indicates that there is a significant difference in the levels of engagement of employees varying in age regarding vigour. The finding indicates that employees who are older (50-59 years) display higher levels of vigour as compared to the other age groups. Perhaps, they have more experience and are confident in their processes since they have been working for a long time, thereby enhancing higher levels of energy in them. On the contrary, Victor and Patil (2016) contend that there is no difference in vigour between the ages of employees. This study also found a significant difference in the levels of employee vigour amongst workers

varying in tenure. The finding indicates that the level of vigour is higher amongst employees with tenure of 16-20 years than the other years of service in the bank. Perhaps, they have lots of experience working in the bank, which makes them more efficient and effective due to their longer years of service at the bank. As a result, workers with diverse length of service differ significantly in the bank with respect to their levels of vigour. The findings of this study do not support Deligero and Laguador's (2014) verdict that there is no significant difference in vigour in workers varying in tenure. Additionally, this study shows that there is a significant difference in the levels of engagement of workers based on vigour and gender of employees. Furthermore, the study concludes that female employees at the bank display higher levels of vigour as compared to the male employees. Perhaps, the females in the bank find their jobs pleasant and more fulfilling (Gulzar & Teli, 2018) and they constantly feel the need to prove their competencies. Conversely, Kong (2009) observed a significant difference and concluded that male workers have more vigour as compared to their female co-workers. However, Mulaudzi and Takawira (2015) are of the view that there is no significant difference in vigour based on gender. In addition, this study indicates that there is a significant difference in the levels of employee vigour amongst employees varying in marital status. The finding concludes that employees who are divorced/separated display the highest levels of vigour. Perhaps, they do not have any marital responsibility to perform and therefore, tend to have more energy and time to spend on their jobs. Similarly, Kong (2009) concurs to the findings of this study. The author concludes that unmarried employees have high levels of vigour as compared to married employees.

6.3.3 Absorption and biographical correlates

This study indicates that there is no significant difference in the levels of engagement of employees varying in age regarding absorption. The study concludes that employees in all the age groups are equally absorbed in their work. Victor and Patil (2016) also agreed with the finding of this study that there is no significant difference in the levels of engagement of employees varying in age regarding absorption. Furthermore, this study also indicates that there is a significant difference in absorption amongst employees varying in gender. The study concludes that female employees at the bank display higher levels of absorption as compared to the male employees. Perhaps, female employees feel happy and passionate in assisting clients at the bank and they constantly feel the need to excel and display their competencies. However, Mulaudzi and Takawira (2015) argue that there is no significant difference in absorption based on gender. Another study undertaken by Kong (2009) depicts that male

employees have higher absorption than their female colleagues. This study displayed no significant difference between the absorption of employees based on tenure. Similarly, Sharma, Goel and Sengupta (2017) corroborate the verdict of this study among 303 employees in the IT industry in India. Furthermore, this study indicates that there is no significant difference in the absorption levels of employees varying in marital status of employees in the bank. The study concludes that employees in all the marital groups are equally absorbed in their work. Another study carried out by Deligero and Laguador (2014) affirm that there is no significant difference between unmarried and married workers in terms of absorption.

6.3.4 Dedication and biographical correlates

The current study did find a significant difference in the levels of engagement of employees varying in age regarding dedication. Additionally, the study indicates that dedication is the highest among the youngest employees (20-29 years) and decreases as employees' age increases. Perhaps, the young employees at the bank feel dedicated to their work since they are comfortable working with the computerised systems at the bank. However, Victor and Patil (2016) contend that there is no difference in the levels of dedication amongst employees varying in age. Furthermore, this study found a significant difference in the levels of employee dedication amongst employees varying in tenure. The study concludes that the level of dedication is greater amongst workers who are newly employed (0-5 years) in the organisation as compared to employees with longer years of service. Perhaps, they feel enthusiastic about their work since they are newly employed and will want to prove their value to the organisation and display their abilities. As a result, workers with diverse length of service differ significantly in the bank under study, in respect to their dedication levels. On the contrary, Deligero and Laguador (2014) are of the view that there is no significant difference in dedication in workers varying in tenure. Additionally, the current study also displays a significant difference in the levels of dedication amongst employees varying in marital status. This study indicates that single employees in the bank are highly dedicated to their work. Perhaps, they do not have any matured role and responsibilities over their families and therefore, tend to be dedicated to their work. Deligero and Laguador (2014) concur with the finding of this study. This indicates that single workers are more dedicated to their job than those married since they do not owe any responsibilities to anyone. However, Sharma et al. (2017) argue that there is no significant difference in dedication amongst employees varying in marital status. In addition, the results of the study depict that there is a significant difference in the levels of dedication of male and female employees. It also reveals that female employees display higher levels of dedication

than male employees at the bank. Perhaps, they are usually acknowledged for a good job done and hence makes them feel very dedicated to their jobs. A study by Kong (2009), affirms that there is a significant difference in the levels of dedication and gender.

6.4 Organisational commitment and Biographical Correlates

The influence of the biographical variables of age, gender, marital status and tenure on organisational commitment and its sub-dimensions (affective commitment, continuance commitment and normative commitment) are also discussed.

6.4.1 Overall commitment and biographical correlates

The responses to this study specify that there is a significant difference in the levels of overall organisational commitment and age. Additionally, the study indicates that employees between the ages of 20-29 years display the highest levels of organisational commitment in the bank. Perhaps, they are young and enthusiastic and therefore, feel that they need to prove how much they know and want to create an impression. Likewise, De Gieter, Hofmans and Pepermans (2011) are also of the view that there is significant difference in the levels of commitment amongst employees differing in age. According to Affum-Osei et al. (2015), much older workers are more committed to the company, since younger workers can easily vacate the company at any time due to better job opportunities. The authors believe that it is unlikely for the older employees to leave since they have invested much in the company. A study by Naseem, Nawaz, Khan, Khan and Khan (2013) among academics in Pakistan established that as a worker grows older, he/she develops greater sense of obligations, thus making them more committed to the company. As a result, older employees are more committed to their organisations as compared to younger employees. Additionally, this phenomenon is also sustained by the financial remunerations (Nawaz & Kundi, 2010). Even though, a greater number of studies established that grown-up workers show more commitment, Akinyemi (2014) found that older workers do not display more commitment as compared to younger workers. However, a study by Ogba (2008) maintains that commitment to the company is higher in the young and older workers as compared to workers within the middle age groups.

This study also revealed significant differences in the levels of overall organisation commitment of employees varying in tenure. Additionally, the study concludes that employees who have been in the organisation for 16-20 years display higher levels of organisational commitment as compared to the other years of service. Perhaps, they develop more history

with the organisation as well as invest much in the company which results in them being committed to the organisation (Affum-Osei et al., 2015; Cooper-Hakim & Viswesvaran, 2005). Conversely, Kelly (2015) argues that there are no differences in organisational commitment based on tenure. Tenure is an important predictor of commitment in employees (Azeem, 2010; Iqbal et al. 2011). Similarly, Amangala (2013) attests that the length of service of employees in an organisation has an irresistible effect on organisational commitment. According to Ramakhula-Mabona (2014, p. 62), “workers who have long service may decide to stay with the company since they are familiar with the organisational aims and it is so easy to work towards achieving them”. Such workers zealously do their work and are eager to continue as members of the organisation (Mathieu & Zajac, 2005).

Additionally, this study indicates no significant difference in the levels of organisational commitment of male and female employees. A finding by Ramakhula-Mabona (2014) contradicts the outcome of this study. The author is of the view that females are alleged to be more persuaded to partake in the attainment of the administrative goals. According to Kelly (2015, p. 34), this is as a result of “females entering companies which formerly were dominated by males and as such women had to work harder and have more to prove and in such become more committed to the company.” Conversely, Abdul-Nasiru, Mensah, Amponsah-Tawiah, Simpeh and Kumasey (2014) argue that males are more committed than their female colleagues.

Furthermore, this study reveals that there is no significant difference in the levels of overall organisational commitment amongst employees varying in marital status. Çogaltay (2015) attests that there is no statistically significant influence of marital status on commitment. Conversely, a study by Tikare (2015) indicates positive relationships between marital status and commitment. Married workers feel more committed as compared to single workers (Tikare, 2015). According to the author, this could be linked to the extra task that comes with marriage; like the duties to provide a comfortable living for their families and to feel economically stable. This as a result may play a role in evolving a stronger sense of commitment.

6.4.2 Affective commitment and biographical correlates

This study concludes that there is no significant difference in the levels of affective and commitment of employees varying in age. However, Jena (2015) contends that there is a

significant influence of affective commitment on age. Another study carried out by Pathardikar and Sahu (2011), affirm that there is a strong relationship between affective commitment and age. The perception of workers with regard to their work and self-fulfilment may be different according to their age groups (Khan & Zafar, 2013). Younger workers may not develop emotional affection to the company in limited time and may depict less interest in being committed to the company.

Additionally, this study indicates that there is a significant difference in the levels of affective commitment of employees based on tenure. It also reveals that employees who have been in the organisation for 16-20 years display higher levels of affective commitment as compared to employees in the other years of service. Perhaps, due to their long years of service they feel passionate about the bank and are willing to maintain organisational membership. Likewise, a study by Mathieu and Zajac (2005) discovered a positive connection between affective commitment and tenure. The authors maintain that workers with longer years of service usually decide to remain with the company since they are more acquainted with the objectives and goals of the company, which makes it easier to accomplish them. Furthermore, Nogueras (2006) concludes after investigating the commitment of nurses that there is an affirmative relationship between commitment and tenure as the company develops. Conversely, Ramakhula-Mabona (2014) contends that there is no significant difference in the levels of affective commitment and tenure.

Furthermore, this study indicates that there is a significant difference in the levels of affective commitment of male and female employees. It also reveals that female employees display significantly higher levels of affective commitment than male employees at the bank. Perhaps, they are being treated fairly which makes them feel more comfortable at the bank. Similarly, another study carried out by Jena (2015) concurs with the verdict of this study. Additionally, Kelly (2015) maintains that female workers have higher affective commitment than male workers. According to Hassan (2012), female employees working in the public services are more affectively committed to their organisation than male employees. The preceding studies propose that females become committed to their work as a result of benefits they acquire, such as increased salaries as well as reduced discrimination (Benditt, 2015; Moynihan & Landuyt, 2008).

Additionally, the results of this study displayed no significant difference in the levels of affective commitment based on the marital status of employees. According Saif, Nawaz and Jan (2012), the marital status of employees plays a significant part in improving their commitment level. Married employees are very loyal to their companies as compared to unmarried employees (Naseem et al., 2013). The authors believe that employees who are married have more family duties and as a result need more secure and stable work.

6.4.3 Continuance commitment and biographical correlates

The results of this study depict that there is a significant difference in the levels of continuance commitment of employees varying in age. Additionally, this study concludes that younger employees (20-29 years) displayed higher levels of continuance commitment than those in the other age groups. Perhaps, they are faced with fewer job offers and have less experience, hence displaying high levels of continuance commitment. Riggle et al. (2009) contend that as employees get older, their desire to change their jobs declines gradually thus making their present job a priority and more appealing. Additionally, the authors are of the view that workers with longer period of service in an organisation have a reason to stay working in the company since the more they stay, the more history they get with the company as compared to younger workers, which leads to investments that are hard to lose. According to Cooper-Hamick and Viswesvaran (2005), the investments are anticipated to accumulate and to take a certain direction over a period of time and thus age and tenure are essential in forecasting a certain form of investment. On the contrary, a study by Ramakhula-Mabona (2014) argues that there is no significant difference in continuance commitment and age.

6.4.3 Normative commitment and biographical correlates

The results reflect no significant difference in the levels of normative commitment based on any of the biographical variables. In contrast, Jena (2015) argues that there is a significant influence in the levels of normative commitment with regard to age, marital status and gender. Khalili and Asmawi (2012) contend that there is a significant difference in the normative commitment between female and male employees. The authors maintain that female employees have greater levels of normative commitment contrary to male employees. Conversely, Kelly (2015) argues that normative commitment levels of male employees are higher as compared to their female colleagues. According to Ferreira and Coetzee (2010), older workers display greater levels of normative commitment in contrast to younger workers. Van Dyk and Coetzee (2012) attest that workers with longer years of service have greater levels of normative

commitment towards their company. Employees with stronger levels of normative commitment are more inclined to stay with a company out of a sense of allegiance and duty (Pillay, Buitendach, & Kanengoni, 2014). Additionally, this study displayed no significant difference in the levels of normative commitment based on the marital status of employees. In contrast, Tikare (2015) argues that there is a significant difference in normative commitment based on the marital status of nurses at India.

6.5 Factors influencing commitment

In the current study, it was found that employee engagement and its sub-dimensions (vigour, absorption and dedication) account for 31.1% of the variance in organisational commitment (Adjusted $R^2 = 0.311$). Furthermore, it is vital to note that the remaining 68.9% could potentially be attributed to factors which were not included in the study. Additionally, the results of this study suggest that employees at the bank are committed to the organisation since they display more energy, devotion and are engrossed in their work. According to Jackson, Rothmann and Van de Vijver (2006), workers who are intensely engaged in their work have a tendency to be more committed to their companies.

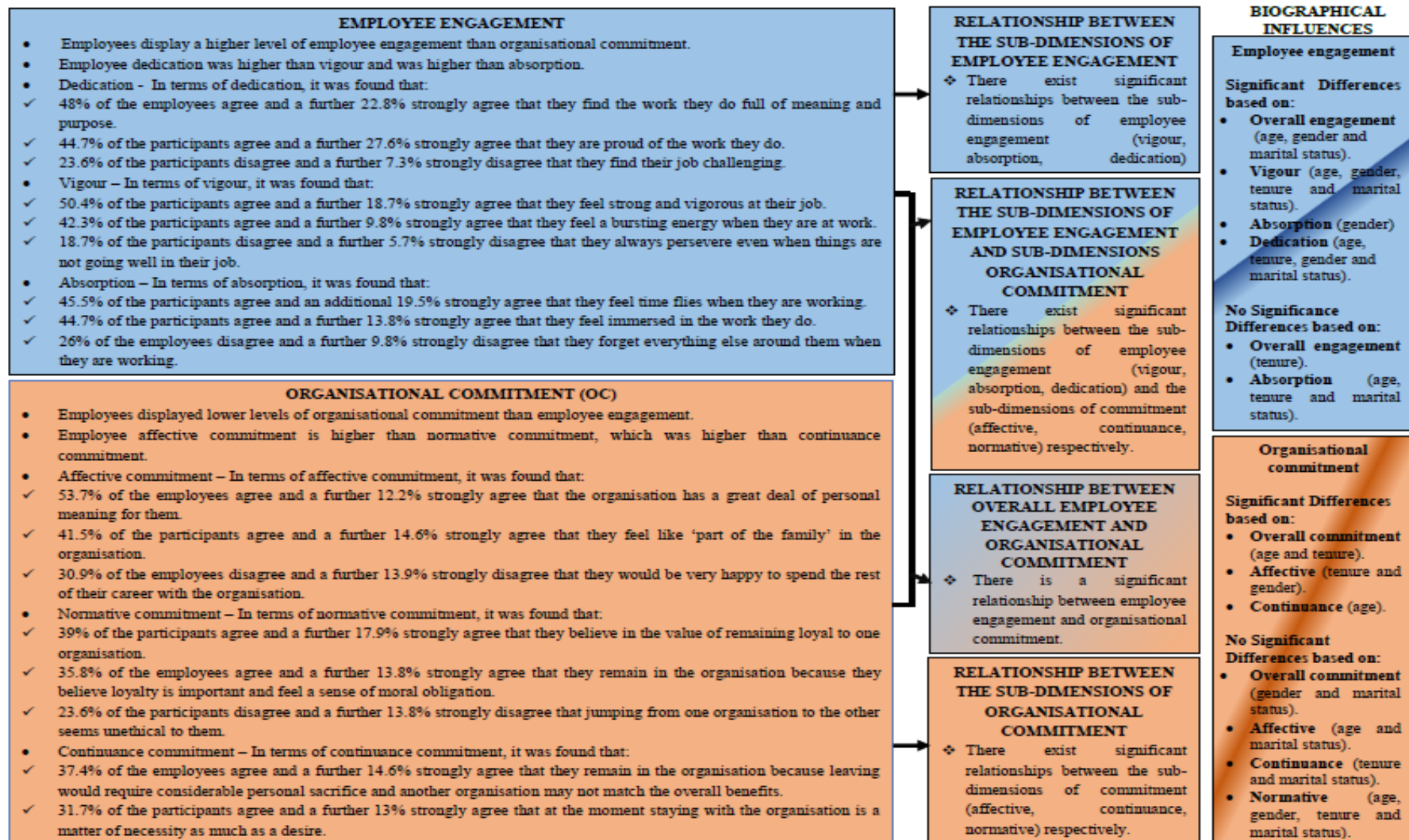
In this study, dedication was found to be the only significant predictor of organisational commitment. The strong influence of dedication on employee commitment is confirmed by the high Beta value of 0.372. According to Kamau (2015), dedication of workers is an essential feature in a company which leads to commitment. The finding of this study concurs with that of Cole, Walter, Bedeian and O'Boyle's (2012) verdict, who maintain that dedication was most significantly linked to commitment. The concern of investigating the separate dimensions is vital, since engagement has been extensively theorised and explained as a comprehensive yet multi-dimensional concept (Bailey, Madden, Alfes, Fletcher, Robinson, Holmes, Buzzeo, & Currie, 2015).

Another study by Eghlidi and Karimi (2016) involving 202 female workers at a university established that there is connection between the dimensions of engagement and commitment. The authors further affirm that dedication was the best predictor of commitment. The study established that if workers became conscious that the company requires them to achieve organisational objectives, they would become devoted, eager and display positivity in accomplishing their responsibilities. Hence, it would increase their engagement, thus

encouraging the alliance of their goals to the company and thereby, increasing commitment to the company (Gota, 2017).

The results of the study, which have been discussed above by comparing the findings to that of other researchers, are graphically depicted in Figure 6.1

Figure 6.1 Graphical representation of the Key Results of the study



6.6 Conclusion

This chapter presented a discussion on the results of the study objectives and hypotheses as outlined in chapter one. The discussion of these results were compared and contrasted with the outcomes of previous studies pertaining to employee engagement and organisational commitment. The next chapter will offer recommendations and conclusions on the link between employee engagement and organisational commitment based on the findings of the study.

CHAPTER SEVEN

RECOMMENDATIONS AND CONCLUSIONS

7.1 Introduction

The link between employee engagement and organisational commitment was established in this study and was supported through the analysis of empirical evidence conducted by numerous researchers. The outcomes of this study were compared and contrasted against the results and evidence obtained in previous studies. This aided the researcher to attain the purpose of the study and enabled the researcher to gain insight into strategies that may be adopted to enhance employee engagement and organisational commitment. Having undertaken the study, the researcher is also aware of methodological issues that may be enhanced to improve on the design of the research. Hence, this chapter provides recommendations based on the results of the study and recommendations for future research.

7.2 Recommendations based on the Results of the Study

The recommendations presented are anticipated to encourage companies and policy makers to take heed of the suggestions associated with the link between employee engagement and organisational commitment. Workers are exposed to diverse issues in this contemporary workplace but it is imperative for the leaders in the company to help make a difference to their quality of life and well-being. Employees are vital assets to the organisation; hence, there is a need for the organisation to take good care of them. Employees who are well taken care of by their organisation will be willing to surpass performance expectations, be results-driven and goal orientated. The engagement of employees certainly influences organisational commitment.

7.2.1 Recommendations based on Employee Engagement and its sub-dimensions

The study indicates moderate levels of dedication of employees. Some of the participants indicate that they find their work full of meaning and purpose. The study recommends that this can be enhanced if employees are given sophisticated training and development programs which will enable them to understand what is required of them in their jobs and to enable them gain adequate knowledge about their work. Training and development impact the performance of employees and enables them to accomplish organisational objectives (Falola et al., 2014). In this regard, the company should perform a well-structured training needs assessment that

will enable line managers to identify and address the real areas in which employees require training. In addition, the organisation should invest in the training and development of employees so as to maximise the skills and productivity of the employees.

Additionally, in this study some employees are proud of the work they do. This study also recommends that this can be maintained and enhanced if management puts policies in place that will give opportunities to employees to develop. Growth opportunities at the workplace will make the employees more proud of what they do since they believe they can also get to top positions in the company if they continue working hard. Rothmann and Rothmann (Jr) (2010) are also of the view that growth opportunities have a strong influence on employee engagement. According to Ahlowalia et al. (2014), if workers view their future in the organisation in terms of having the chance to be promoted as well as being able to advance their career, this may drive them to be highly engaged. Furthermore, the study indicates that some employees do not find the work they do at the organisation challenging. In view of this, the study recommends that managers set challenging but attainable tasks for employees. Employees should be given targets which are challenging yet attainable to help them go the extra mile to achieve those goals.

Additionally, the study indicates moderate levels of vigour in employees at the bank. Some of the participants indicate that they feel strong, vigorous and bursting with energy when they are at work. The study, therefore, recommends that this can be enhanced by the organisation if they continue motivating employees by rewarding them with financial incentives as well as motivating employees through recognition and acknowledgement from supervisors or senior management. Employees who are acknowledged and rewarded for their good work, feel appreciated and have a sense of belongingness which boosts their level of engagement. This recommendation conformed to the recommendation made by researchers (Gunnigle et al., 2011; Reginald, 2011). Financial incentives motivate employees to perform better (Khan et al., 2013). In addition, acknowledging employees also motivates them to perform well in the organisation (Fuhrmann, 2006). In tandem with Herzberg and Mausner's two-factor theory, rewards are either intrinsic or extrinsic thereby having the potential to enhance motivation and influence the level of achievement workers experience with their task (Lu, While, & Barriball, 2005). Hence, the organisation should adopt a reward system that skillfully incorporates both intrinsic and extrinsic rewards.

This study also recommends that employees with bursting energy towards their work can be maintained if they are given an enabling and supportive work environment to accomplish their work. Armstrong (2014) strongly recommends that an enabling and helpful work environment has an impact on how employees accomplish their responsibilities and will, therefore, inspire high performance. The study also found that reliable, continuous and clear two-way communication at the workplace enables employees to feel vigorous towards their work since they are informed about what is required of them. The recommendation further reaffirmed the similar recommendations made by Truss, Soane, Edwards, Wisdom, Croll and Burnett (2006). This will enable the employees to continue feeling valued by their organisation and hence, make them more immersed in their job.

Furthermore, the study indicates that some of the employees are not adequately satisfied and will not persevere in their jobs when things are not going well. It is, therefore, vital for supervisors or managers to communicate positive feedback to employees to enable them to endure when things do not go well in their jobs. The feedback given to employees helps them perform well in the organisation (Jamrog, Morrison, Overholt, & Vickers, 2008). This study recommends that feedback also helps to boost engagement in employees. Supervisors should provide constructive feedback in combination with follow-up activities to employees which could significantly increase the level of engagement of employees. This recommendation reaffirmed the findings of Newstrom and Davis (2007). In addition, giving employees feedback is very vital since it helps them improve their work (AbuKhalifeh & Som, 2013), thereby making them go the extra mile and engaged in their work.

The current study also indicates moderate levels of absorption in employees at the bank. Some of the employees indicate that they feel that time flies when they are working at the bank. This study recommends that such engagement can be enhanced by management, if they provide adequate job resources for the employees to work with. De Lange, De Witte and Notelaers (2008) affirm that job resources influence the engagement of employees. A similar finding was indicated by Burke and El-Kot (2010). Job resources are the physical, psychological, social or organisational aspects of the job that help in the attainment of goals, mediate job demands as well as improve learning and development in employees (Rothman & Jordaan, 2006). Furthermore, some participants indicate that they feel immersed in the work they do. This study recommends that this can be maintained by clear, consistent and continuous communication enabling employees to feel immersed in their work. Truss et al. (2006) maintain that clear

communication at the workplace enables employees to feel absorbed in their work. In addition, managers or supervisors who communicate effectively and constantly with their subordinates enable them to better understand what is required of them which enables them to be engrossed in their work. Communication given to employees help clarify the objectives and goals required of them by their managers and this helps them fulfil their obligations enabling them to feel immersed in their work. This current study also indicates that some of the participants are not able to focus on their work due to things around them. The study recommends that the organisation should provide a favourable work environment for workers to enable them to concentrate and focus on their work activities. According to Richman, Civian, Shannon, Jeffrey Hill and Brennan (2008), a conducive work environment that promotes flexibility enhances the concentration of employees and increases their productivity levels.

7.2.2 Recommendations Based on Organisational commitment and its Sub-dimensions

The study indicates moderate levels of affective commitment of employees. Some of the participants indicate that the company has a great deal of personal meaning for them. This study recommends that it can be enhanced by recruiting and appointing people who identify their ideals and goals to be compatible with that of the bank. The bank must ensure that workers meet the requirements of the job and are compatible with the company in terms of ideals, skills as well as culture in order to be committed to the company. The bank should provide the correct information and requirements during the advertisement of a job vacancy so that the potential employees can apply for positions, which are appropriate to their qualification/s and meet the criteria of the bank. Additionally, the interview panel should be competent in the job they do so as to ensure a suitable person-job fit and to select fairly. This will enable potential employees to fit within the company's needs and culture and, enjoy their responsibilities (Cropanzano & Mitchell, 2005).

This study also revealed that some of the participants feel like 'part of the family' in the company. It is recommended that this can be maintained by developing and sanctioning policies and procedures that employees at the bank deem to be impartial. The fair organisational policies and procedures will lead to unbiased decision-making by the bank's management; this will help the employees feel that they are treated equitably (Manetje, 2009). Therefore, if the workers feel that the company treats them equally concerning their well-being and making their job meaningful, the workers will bond emotionally and feel a sense of unity with the company. Eventually, the workers will integrate organisational membership into their self-identity and

commit to the bank. Furthermore, the study indicates that some of the participants will not be very happy to spend the rest of their profession with the company. This study recommends that the bank should increase the salaries of the employees. According to Osemeke (2016), if employees receive good salary for the work they offer, they tend to be highly committed to the organisation.

Additionally, the study indicates moderate levels of normative commitment of the participants. The participants indicate that they believe in the value of remaining loyal to one organisation. This study recommends that this can be enhanced if managers encourage positive work relationships at the workplace. The managers should establish a good, collegial rapport with subordinates as well as encourage them to also have good relationships with their colleagues. Furthermore, the study indicates that some of the participants agreed that they remain in the organisation because they believe devotion is vital and feel a sense of moral duty. In this regard, the study recommends that this can be enhanced by encouraging constructive criticism. Managers should frame practical advice in a positive manner, constantly with the best interest of their employee and company in mind. Instead of managers demoralising employees of their shortfalls, they should create a work environment where constructive criticisms aid the employee to improve his/her mistakes since it will enable them to be more loyal and committed to the bank.

In addition, the study indicates that some of the participants disagree that jumping from one organisation to the other is unethical to them. When talented employees leave the organisation, productivity drops, morale of employee suffers and co-workers struggle with augmented workload until the company finds a replacement. The organisation also incurs extra cost in recruitment and training of newly hired employees. This study, therefore, recommends that management should seek and appreciate the inputs as well as ideas of employees. If employees feel management appreciates their ideas and opinions, they will feel no need to move to other organisations since they can implement what is attracting them to the new company in their current one.

Furthermore, the study indicates moderate levels of continuance commitment of the participants. It is evident from the findings that participants agree that they remain in the organisation because leaving would require considerable personal sacrifice and another company may not match the overall benefits they have at their current company. This study

recommends that this mindset can be enhanced by providing more benefits to employees to enable them to remain in the bank. According to Cooper-Hamik and Viswesvaran (2005), investment elements such as upward mobility, gratuities, team performance bonuses, flexi-hours of leave, work-life balance programmes and affluent pension benefits enable employees to be committed to their company. Hence, if the potential companies do not have the funds of these benefits, the workers may surely stay with the current company.

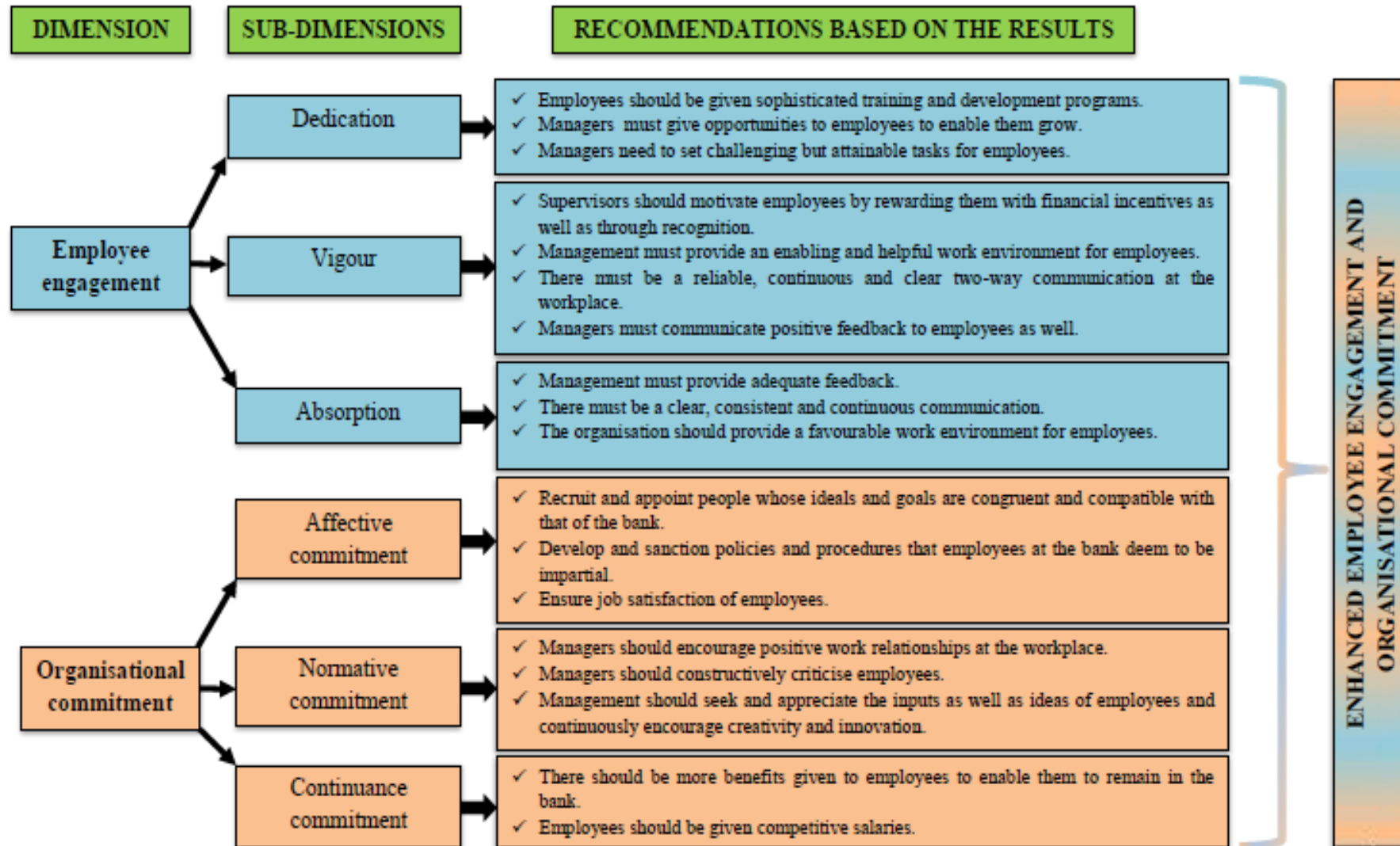
Additionally, it is evident from the findings that participants agree that at the moment staying with the bank is a matter of necessity as much as a desire. This study recommends that this feeling can be maintained if the bank offers employees competitive pay. For the bank to retain its talented employees, the bank should show that it appreciates the accomplishments of its employees through competitive salaries that at least match, though preferably better, the industry's norm. This will enable employees to be committed to the bank.

The study looks at the relationship between employee engagement and organisational commitment and this study indicated that all 3 dimensions of engagement account for nearly a third of the variance in organisation commitment, especially dedication which has a significant impact. The sub-dimensions of employee engagement also correlate significantly with the sub-dimensions of organisational commitment. Therefore, implementing the aforementioned recommendations to enhance employee engagement will ultimately also increase the commitment of employees.

Additionally, in order to increase engagement in employees, the bank needs to enable workers to experience success over a long period, which will boost their confidence and energy levels and enable the workers to be committed to the bank. The bank should also value the expertise of experienced employees since their engagement in the work will increase their commitment to the bank. The study also recommends that there should be the opportunity to grow based on performance as well as room for decision making within given parameters for employees. This will enhance the dedication of the employees thereby increasing their commitment.

The aforementioned recommendations to enhance employee engagement and organisational commitment are graphically presented in Figure 7.1.

Figure 7.1 Recommendations Based on Results of the Study



7.3 Recommendations for future research

The study was conducted to investigate the relationship between employee engagement and organisational commitment of employees in the banking industry. The engagement and commitment of employees are imperative in every industry. Hence, comparative studies can be conducted with other sectors in order to make comparisons across other industries, such as, telecommunication, manufacturing and even the hospitality industry. In this regard, replicating this study in different industries would be worthwhile to establish the validity and generalisability of the present results across diverse contexts.

Future research should also focus on a larger sample since it will enable greater generalisability of results. Furthermore, it is advisable for the future researchers to conduct in-depth interviews as well as observations to collect more detailed data on the relationship between engagement and commitment of employees.

Future research could also include demographics, such as, differences between permanent and contract workers in the organisation in relation to their engagement and commitment levels.

7.4 Conclusion

The study assessed the link between employee engagement and organisational commitment through employing mixed methods of data collection and analysis. It was through the data collection and analysis that discoveries were made and deliberated, which guided the researcher to the recommendations and conclusions of the study. The employees confirmed that they are moderately engaged in their work. They also confirmed that they are moderately committed to the bank; evidently, there is room for improvement. In addition, the study confirmed a significant relationship between employee engagement and organisational commitment. Specifically, it was revealed that dedication has a significant impact on organisational commitment.

In addition, the biographical variables show significant differences related to employee engagement, vigour, dedication based on age and marital status. Furthermore, vigour and dedication reflect significant differences based on tenure. Furthermore, significant differences emerged with overall engagement, vigour, absorption, dedication and gender. In addition, the biographical variables show significant differences related to organisational commitment and

its sub-dimensions. With organisational commitment, significant differences were found with overall commitment and continuance commitment based on age. In addition, significant differences were shown in overall commitment and affective commitment based on tenure and; lastly, significant differences were noted in affective commitment based on gender.

Employees, who are acknowledged and rewarded for their good work, feel appreciated and have a sense of belongingness, which boosts their level of engagement in their work. Additionally, sophisticated training and development programs will boost employee energy levels since they have adequate knowledge about their work. Undoubtedly, when employees are given an enabling and supportive work environment it will enable them to have high levels of energy to accomplish their work. Managers should also communicate with employees since it helps to clarify the objectives, goals and roles required of employees as this helps them to fulfil their obligations, which enables them to be engrossed in their work. Managers should recruit and appoint people who identify their ideals and goals to be compatible with the bank. Additionally, employees should be given affluent benefits to enable them to remain in the bank. Essentially, implementing the recommendations as discussed and graphically represented in Figure 7.1 will enable the enhancement of employee engagement and organisational commitment.

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APPENDIX A (COVERING LETTER AND INFORMED CONSENT)

UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT, IT AND GOVERNANCE

Dear Respondent,

(MASTERS) Research

Researcher: Nicholas Ashley (+27 60 492 9873)

Supervisor: Professor Sanjana Brijball Parumasur (+27 31 260 7176)

Research Office: Ms M. Snyman (+27 31 260 8350)

I, **Nicholas Ashley** am a **MASTERS** student in the Discipline of Human Resource Management and Industrial Relations, in the School of Management, Information Technology and Governance at the University of KwaZulu-Natal. You are invited to participate in a research project entitled **Assessing the relationship between employee engagement and organisational commitment in a banking environment in Ghana**. The aim of this study is to **investigate the levels of employee engagement as well as organisational commitment of employees in the banking environment in Ghana**.

Through your participation I hope to understand the extent to which employees are engaged in and committed to their work. The results of the survey are intended to contribute to the existing body of knowledge and help managers to understand how they should keep their employees engaged and increase their level of commitment.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, Information Technology and Governance, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about **30** minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature : _____ Date: _____

On separate page

CONSENT

I (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

APPENDIX B (QUESTIONNAIRE)



UNIVERSITY OF TM
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

ASSESSING THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANISATIONAL COMMITMENT IN A BANKING ENVIRONMENT IN GHANA

The following questionnaire is based on determining the levels of employee engagement and organisational commitment of employees in a banking environment in Ghana. This questionnaire consists of three sections which are Section A, Section B and Section C. Section A consists of the biographical data which requires your age, gender, tenure and marital status. Section B & C consist of items which will require you to rate the statements provided on a scale of 1 to 5. You will be required to place a cross (X) against the statement which applies to you. This questionnaire will take approximately 30 minutes. The completed questionnaire will then be collected by the researcher. Please note that this questionnaire is anonymous and you are not required to provide your personal information.

QUESTIONNAIRE

SECTION A: BIOGRAPHICAL DATA

Mark a cross (X) in the box that best describes you.

1. AGE

20-29 years		1
30-39 years		2
40-49 year		3
50-59 years		4
60 years and over		5

2. GENDER

Male		1
Female		2

3. TENURE

0-5 years		1
6-10 years		2
11-15 years		3
16-20 years		4
>20 years		5

4. MARITAL STATUS

Single		1
Married		2
Divorced/Separated		3
Widowed		4
Other		5

SECTION B: EMPLOYEE ENGAGEMENT

In Section B statements are provided regarding how engaged you are in your work. The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. You are required to indicate the extent to which you agree or disagree with the following statements using the scale below and indicating a cross (X) in the box that best describes you. Indicate the extent to which you agree or disagree with each of the items below using the following scale:

- 1 – Strongly Disagree (SD)
- 2 – Disagree (D)
- 3 – Neither Agree nor Disagree (NA/ND)
- 4 – Agree (A)
- 5 – Strongly Agree (SA)

EMPLOYEE ENGAGEMENT						
No.	Vigour	SD	D	N	A	SA
		1	2	3	4	5
1.	At my work, I feel bursting with energy.					
2.	At my job, I feel strong and vigorous.					
3.	When I get up in the morning, I feel like going to work.					
4.	I can continue working for very long periods at a time.					
5.	At my job, I am very resilient, mentally.					
6.	At my work I always persevere, even when things do not go well.					
	Absorption					
7.	Time flies when I am working.					
8.	When I am working, I forget everything else around me.					
9.	I feel happy when I am working intensely.					
10.	I am immersed in my work.					

11.	I get carried away when I am working.					
12.	It is difficult to detach myself from my job.					
	Dedication					
13.	I find the work that I do full of meaning and purpose.					
14.	I am enthusiastic about my job.					
15.	My job inspires me.					
16.	I am proud of the work that I do.					
17.	To me, my job is challenging.					

SECTION C: ORGANISATIONAL COMMITMENT

In Section C the following 24 statements are provided to evaluate how committed you are to your organisation. Please read each statement carefully and decide if you ever feel this way about your organisation. You are required to indicate the extent to which you agree or disagree with the following statements using the scale below and indicating a cross (X) in the box that best describes you. Indicate the extent to which you agree or disagree with each of the items below using the following scale:

- 1 – Strongly Disagree (SD)
- 2 – Disagree (D)
- 3 – Neither Agree nor Disagree (NA/ND)
- 4 – Agree (A)
- 5 – Strongly Agree (SA)

ORGANISATIONAL COMMITMENT						
No.	Affective commitment	SD	D	N	A	SA
		1	2	3	4	5
1.	I would be very happy to spend the rest of my career with this organisation.					
2.	I enjoy discussing about my organisation with people outside it.					
3.	I really feel as if this organisation's problems are my own.					

4.	I think that I could easily become as attached to another organisation as I am to this one.					
5.	I feel like 'part of the family' at my organisation.					
6.	I feel 'emotionally attached' to this organisation.					
7.	This organisation has a great deal of personal meaning for me.					
8.	I feel a 'strong' sense of belonging to my organisation.					
	Continuance Commitment					
9.	I am afraid of what might happen if I quit my job without having another one lined up.					
10.	It would be very hard for me to leave my organisation right now, even if I wanted to.					
11.	Too much in my life would be disrupted if I decided to leave my organisation now.					
12.	It would be too costly for me to leave my organisation now.					
13.	Right now, staying with my organisation is a matter of necessity as much as a desire.					
14.	I feel that I have very few options to consider leaving this organisation.					
15.	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.					
16.	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice and another organisation may not match the overall benefits I have here.					
	Normative commitment					
17.	I think that people these days move from company to company too often.					

18.	I do believe that a person must always be loyal to his or her organisation.					
19.	Jumping from organisation to organisation seems unethical to me.					
20.	One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.					
21.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.					
22.	I was taught to believe in the value of remaining loyal to one organisation.					
23.	Things were better in the days when people stayed in one organisation for most of their careers.					
24.	I do not think that to be a 'company man' or 'company woman' is sensible anymore.					

Thank you for your participation. Have a productive day!

APPENDIX C (INTERVIEW SCHEDULE)



UNIVERSITY OF TM
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

ASSESSING THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANISATIONAL COMMITMENT IN A BANKING ENVIRONMENT IN GHANA

The following structured interview is based on determining the levels of employee engagement and organisational commitment of employees in a banking environment in Ghana. This structured interview consists of three parts which are Part 1, Part 2 and Part 3. Part 1 consists of the biographical data which requires your age, gender, tenure and marital status. Parts 2 & 3 consist of questions relating to employee engagement and organisational commitment respectively. You will be required to indicate your perceptions of employee engagement and commitment in your organisation. This structured interview will take approximately 30 minutes. They will then be collected by the researcher when completed. Please note that this interview is anonymous and you are not required to provide your personal information.

STRUCTURED INTERVIEW

PART 1: BIOGRAPHICAL DATA

Mark a cross (X) in the box that best describes you.

1. AGE

20-29 years		1
30-39 years		2
40-49 year		3
50-59 years		4
60 years and over		5

2. GENDER

Male		1
Female		2

3. TENURE

0-5 years		1
6-10 years		2
11-15 years		3
16-20 years		4
>20 years		5

4. MARITAL STATUS

Single		1
Married		2
Divorced/Separated		3
Widowed		4
Other		5

PART 2: EMPLOYEE ENGAGEMENT

Part 2 of the interview consists of three (3) questions regarding the extent to which the managers feel their employees are engaged in their work. Please read each question carefully and answer in the space provided below each question as to how you perceive the level of engagement of your employees.

1. To what extent do you think your employees will persevere even when things do not go well in their work? Justify (Vigour)

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2. Do you feel your employees are happy when they are working intensely? Justify. (Absorption)

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3. To what extent do you think your employees are enthusiastic about their job? Justify. (Dedication)

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PART 3: ORGANISATIONAL COMMITMENT

Part 3 of the interview is made up of three (3) questions regarding the extent to which the managers feel their employees are committed to the organisation. Please read each question carefully and answer in the space provided below each question.

1. Are your employees very happy to spend the rest of their career with this organisation?

Justify (Affective commitment)

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2. Do your employees find it very hard to leave the organisation right now, even if they wanted to? Justify. (Continuance Commitment)

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3. Do you think employees jumping from one organisation to another organisation is unethical?

Justify. (Normative commitment)

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Thank you for your participation. Have a productive day!

APPENDIX D (ETHICAL CLEARANCE)



23 May 2018

Mr Nicholas Ashley (217077630)
School of Management, IT & Governance
Westville Campus

Dear Mr Ashley,

Protocol reference number: HSS/0492/018M

Project Title: Assessing the relationship between employee engagement and organisational commitment in a banking environment in Ghana

Approval Notification – Expedited Application

In response to your application received 15 May 2018, 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 Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Professor Sanjana Brjssal Parumasur
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Angela Pooze

Humanities & Social Sciences Research Ethics Committee

Professor Shenika Singh (Chair)

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