# THE RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND TURNOVER INTENTIONS DURING A RESTRUCTURING PROCESS IN A HOSPITALITY ENVIRONMENT

by

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Submitted in partial fulfilment of the requirements for the degree of

MAGISTER COMMERCII IN

INDUSTRIAL PSYCHOLOGY
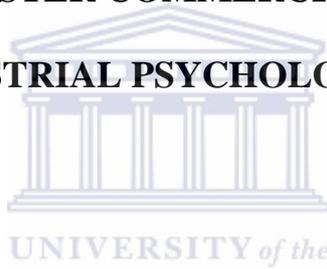
FACULTY OF ECONOMIC AND MANAGEMENT STUDIES

DEPARTMENT OF INDUSTRIAL PSYCHOLOGY

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NOVEMBER 2015

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Acknowledgements

I would like to take this opportunity to extend my sincere thanks and gratitude to the following contributors who have assisted in making this journey a reality.

- I wish to thank God our Heavenly Father for granting me the opportunity and fortitude to complete this journey in tertiary education which began almost five years ago.

- My parents, Emily and Archie Salie, I am thankful and grateful to you for all your many sacrifices on my behalf and the steadfast guidance throughout my life. I know you have done more for me and my siblings than you wish to acknowledge. I hope in time I am able to repay your faith and sacrifices.

- To my brother, sisters and family thank you for your understanding and support. To my nephew and nieces, thank you for the many laughs.

- To my friends and especially those near and dear to me, I acknowledge and appreciate your constant encouragement and support. Without you this journey would have been that much harder.

- A special thank you is extended to my manager who allowed me to proceed with my research and also colleagues who took the time to complete my questionnaires. Thank you for your assistance during this time.

- Finally, to my supervisor Rozario Oliver, thank you for your guidance and patience throughout this year. I appreciate the follow-ups and chats regarding my progress.

Also, special mention to my co-supervisor Karl Heslop. Your passion for your work is admirable and infectious. Both of you have been invaluable contributors in my higher education learning experience.

Abstract

Set against the tenuous relationship between government (public sector), organisations (private sector) and trade unions, employees' commitment to the success of their respective organisations are of utmost importance. Heugens and Schenk (2004) maintains stakeholders may oppose restructuring efforts as invariably some constituencies will be likely to lose a strategic advantage as a result of drastic change such as a restructure. This reality has resulted in these stakeholders having to find a common ground to ensure economic competitiveness and longevity of South African organisations. Where this common ground has been elusive, organisations need to find the balance between profitability, environment and its people. According to the King III Report (2009, as cited in Du Plooy & Roodt, 2013) this is referred to as the triple bottom line that is profit, planet and people, which are integrally linked to employee turnover and organisational strategy.

Organisational commitment is a key factor to success for organisations in order to obtain and maintain a competitive advantage. Coetzee and Botha (2012) posit that organisations in today's competitive world require each employee to be committed to the organisation's objectives and function as an effective team. A competitive advantage is needed to achieve high performance (Nienaber & Masibigiri, 2012). The working world has evolved from one where job security is no longer as prevalent as it used to be. Consequently and understandably, employees' commitment to their organisations has diminished. Organisations are required to now investigate, understand and put measures in place to grow employee commitment in order have a successful business operation.

This study intended to primarily establish whether a relationship exists between organisational commitment and turnover intentions amongst employees in an organisation undergoing restructuring. Additional variables namely age and tenure were used to establish

if these variables have any bearing on levels of organisational commitment. The matter of organisational restructuring may act as an antecedent variable to both organisational commitment as well as turnover intentions. An organisational restructuring is likely to have a negative effect on employees' organisational commitment. Thus, the affective commitment, continuance commitment and normative commitment of employees were also contrasted with turnover intentions. Correspondingly, news of an impending restructure may serve to increase employees' intentions to terminate employment with the organisation.

The sample included 144 respondents (n = 144) from an organisation within the hospitality industry. A method of non-probability, convenience sampling was utilised due to the nature of the study. A Biographical Questionnaire, Organisational Commitment Questionnaire and Turnover Intention Questionnaire were utilised for data collection purposes.

The biographical questionnaire aimed to elicit among others important details such as gender, race, age, marital status, qualifications, language preferences and years of service were used for statistical purposes.

Once the information was collected, the Pearson data analysis technique and Analysis of Variance technique were used to establish the relationships and differences between the respective variables under investigation.

The results in the study indicate that significant inverse relationships exist between organisational commitment and turnover intentions. Significant differences were found in organisational commitment based on age and tenure. Similar statistically significant differences were discovered in turnover intentions according to employees' age and tenure. Affective, continuance and normative commitment exhibited significant relationships with turnover intentions.

The study in closing makes reference to the limitations experienced in the study as well as recommendations for future research especially on organisational commitment and turnover intentions of employees within a restructured or restructuring environment.

Keywords

Affective commitment

Continuance commitment

Employee retention

Employee turnover

Gaming department

Normative commitment

Organisational commitment

Permanent part-time employees (previously known as scheduled employees)

Permanent full-time employees (previously known as core employees)

Restructuring/restructure

Retrenchment

Tenure

Turnover intentions

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Chapter 1

Introduction

1.1   Introduction

Organisational commitment is a critical aspect within the workplace which impacts the employment experience of employees. This employment experience manifests in not only employees' level of organisational commitment but also in their turnover intentions. Turnover includes voluntary separation where employees willingly opt to leave the organisation (that is resign) possibly as a result of unhappiness, burnout and lack of job satisfaction among others. Du Plooy and Roodt (2010) concur stating that where employees experience burnout symptoms, turnover intentions are likely to follow. Mobley, Horner and Hollingsworth (1978, as cited in Óskarsdóttir, 2015) opine that according to previous studies, turnover intentions is the strongest antecedent to actual employee turnover.

In contrast involuntary turnover may become noticeable through dismissal due to misconduct, poor performance, operational requirements or incapacity. Dywili (2015) puts forth that most African countries face a shortage of skilled employees and many who leave seeking better employment opportunities. South Africa has unfortunately not been immune to this occurrence.

In addition to the current demands of work life, an added pressure in the present working landscape is the increasingly competitive environment within which organisations and employees need to function. These external pressures have resulted in organisations seeking alternative methods of achieving profitability and future sustainability. As such organisational restructuring appears to have become a mainstay of the current South African

employment experience. "In the current economic downturn, organisations are experiencing tremendous challenges to maintain a competitive advantage on the global front" (Pieterse-Landman, 2012, p. 1). Organisations and employees alike have needed to become more adept at dealing with change in the workplace.

Set against the tenuous relationship between government (public sector), organisations (private sector) and trade unions, employees' commitment to the success of their respective organisations are of utmost importance. Heugens and Schenk (2004) maintain stakeholders may oppose restructuring efforts as invariably some constituencies will be likely to lose a strategic advantage as a result of drastic change such as a restructure. This reality has resulted in these stakeholders having to find a common ground to ensure economic competitiveness and longevity of South African organisations.
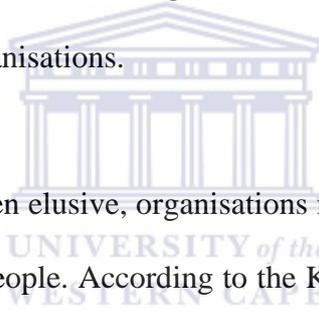
Where this common ground has been elusive, organisations need to find the balance between profitability, environment and its people. According to the King III Report (2009, as cited in Du Plooy & Roodt, 2013) this is referred to as the triple bottom line that is profit, planet and people, which are integrally linked to employee turnover and organisational strategy. Figure 1.1 appropriately illustrates the importance of people, plant and profit in terms of organisational sustainability (Robbins, 2001).

Figure 1.1: Sustainability (a)
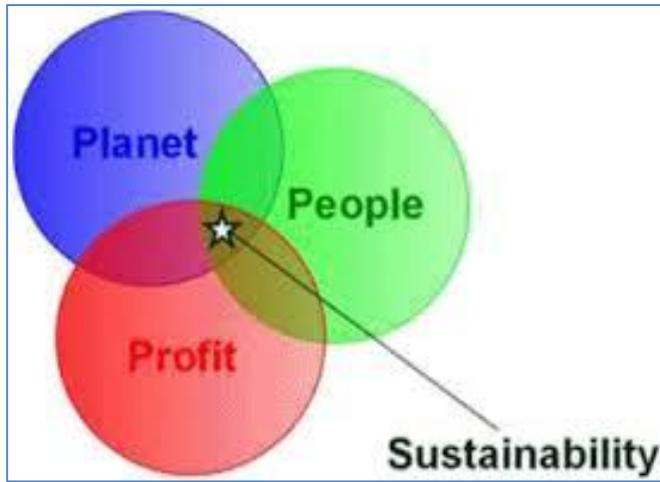
(Source: Robbins, 2001, p. 137)

Robbins (2001) as evidenced in figure 1.2, depicts that four factors interlink the triple bottom

line by means of it having to be bearable, sustainable, equitable and viable.
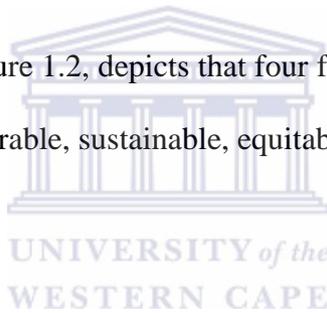
Figure 1.2: Sustainability (b)
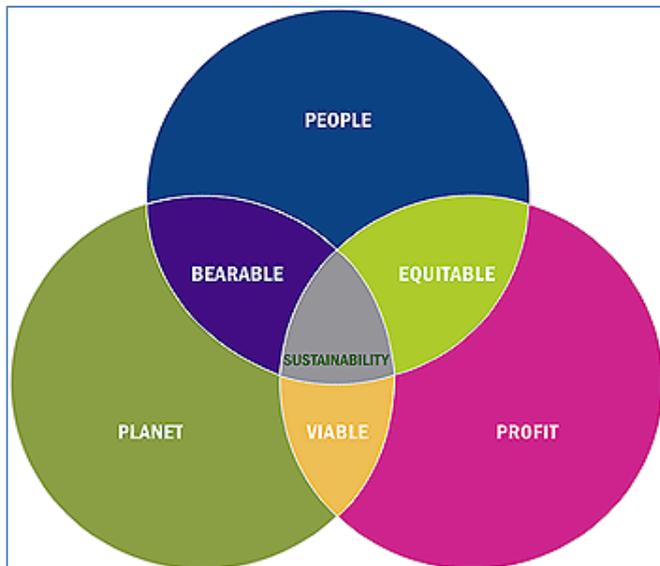
(Source: Robbins, 2001, p. 137)

1.2   Problem Statement

The problem statement in the current study is grounded in the following research question:

- What is the relationship between organisational commitment and turnover intentions during a restructuring process in a hospitality environment?

The aforementioned is delineated further in the two sections which follow hereafter which form the basis of the problem statement as well as provide some background into the hospitality industry and the motivation for the current study.

1.2.1   Background of the Study
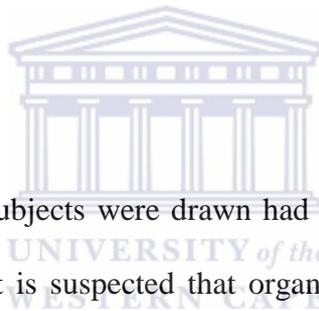
The organisation from which the subjects were drawn had experienced significant turnover levels with entry level positions. It is suspected that organisational commitment may be a determining factor in these turnover levels. The organisation was also in the process of undergoing a major restructuring exercise which adds an interesting dimension to this study. A large part of the restructuring process was completed toward the end of 2014 and at the time of the study the organisation found itself trying to embed the revised structures and processes.

While organisational commitment and the reasons for turnover are key drivers in this study, absenteeism levels along with performance are likely to be influenced by employees' organisational commitment levels. Other challenges experienced by employers in the hospitality industry include theft, skill and educational levels. The age and tenure of employees are important considerations in the study as the organisation experiences a high turnover of younger employees with limited tenure.

Once the data and findings have been collected, the information will be analysed and interpreted. The study will assist in determining whether any interventions are required and the extent of such interventions to better understand reasons for turnover and in turn, reduce turnover levels. By increasing employees' commitment, the organisation may be in a better position to reduce turnover.

1.2.2   Motivation for the Study

This study intended to primarily establish whether a relationship exists between organisational commitment and turnover intentions amongst employees in an organisation undergoing restructuring. Additional variables namely age and tenure were used to establish if these variables have any bearing on levels of organisational commitment. The matter of organisational restructuring may act as an antecedent variable to both organisational commitment as well as turnover intentions. An organisational restructuring is likely to have a negative effect on employees' organisational commitment. Thus, the affective commitment, continuance commitment and normative commitment of employees were also contrasted with turnover intentions. Correspondingly, news of an impending restructure may serve to increase employees' intentions to terminate employment with the organisation.

As evidenced by the subsequent literature review, organisational commitment can be influenced by demographic variables such as age and tenure. The study will add to the body of literature with regard to the effect of restructuring on organisational commitment and turnover. The current study will also serve to establish the accuracy and relevance of past research undertaken in this field.

1.3   Objectives of the Study

The research objectives for the current study will be:

- To determine whether a significant relationship exists between organisational commitment and turnover intentions in a hospitality environment.

- To evaluate whether there is a significant difference in organisational commitment among employees in a hospitality environment based on age.

- To provide recommendations as to whether there is a significant difference in organisational commitment among employees in a hospitality environment based on tenure.

- To establish whether a significant relationship exists between affective commitment and turnover intentions in hospitality environment.

- To evaluate whether a significant relationships exists between continuance commitment and turnover intentions in a hospitality environment.

- To determine whether a significant relationships exists between normative commitment and turnover intentions in a hospitality environment.

- To determine whether there is a significant difference in turnover intentions among employees in a hospitality environment based on age.
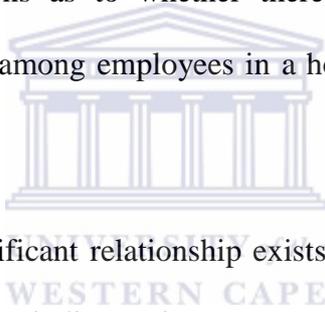
- To establish whether there is a significant difference in turnover intentions among employees in a hospitality environment based on tenure.

1.4   The Hypotheses

In order to better understand the relationships between organisational commitment, turnover intentions and restructuring in relation to other variables mentioned previously, the following research hypotheses for the current study were developed:

- **H1**: There is a significant relationship between organisational commitment and turnover intentions in a hospitality environment.

- **H2:** There is a significant difference in organisational commitment among employees in a hospitality environment based on age.

- **H3:** There is a significant difference in organisational commitment among employees in a hospitality environment based on tenure.

- **H4:** There is a significant relationship between affective commitment and turnover intentions in a hospitality environment.

- **H5:** There is a significant relationship between continuance commitment and turnover intentions in a hospitality environment.

- **H6:** There is a significant relationship between normative commitment and turnover intentions in a hospitality environment.

- **H7:** There is a significant difference in turnover intentions among employees in a hospitality environment based on age.

- **H8:** There is a significant difference in turnover intentions among employees in a hospitality environment based on tenure.

1.5   Research Methodology

1.5.1   Quantitative Research

Research methodology is primarily underpinned by qualitative research methods and quantitative research methods. Each research method in turn is aligned to either a subjective or objective approach. Easterby-Smith et al. (1991, as cited in Holden & Lynch, 2004) refer to subjectivism as phenomenology and refers to objectivism as positivism. Schulze (2003) concurs stating that positivism is the paradigm which underlies quantitative research. It therefore stands to reason that anti-positivism or phenomenology supports qualitative research methods.

Quantitative research methods tend to be relied upon more and are used more frequently due to its apparent generalizability. A quantitative approach according to Hussey and Hussey (1997) is objective and focuses on the measurement of phenomena. It does so through collecting and analysing numerical data and statistically testing the data. Quantitative data analysis and by extension quantitative research focuses on descriptive statistics "concerned with organising and summarising the quantitative data at hand to render it more comprehensible" (Mouton, 2002, as cited in Meyer & De Wet, 2007, p. 25). The quantitative approach lends itself to answering research questions, testing hypotheses and establishing whether relationships exist between variables; thus it is more scientific. Brewerton and

Millward (2001) opine that quantitative research is concerned with measuring and quantifying data.

1.5.1.1 Advantages

- **Facts and reasons**: Quantitative research is concerned with obtaining factual information and the reasons for the occurrence of social events (Ghauri & Grønhaug, 2002). Researchers focus on testing hypotheses and establishing whether relationships exist between variables or groups. Researchers develop descriptive models and according to Burns and Burns (2008) statistical models to make sense of the data collected.

- **Logical and critical approach**: The researcher follows a clear plan of action in carrying out the research. Each aspect of the research and study is designed prior to data collection. The researcher knows in advance what will be investigated and why (Burns & Burns, 2008).

- **Controlled measurement**: The environment in which the data is collected is regulated in an attempt to ensure that all respondents complete the relevant tests under the same/similar conditions. Questionnaires and/or tests tend to be popular methods of data collection in quantitative research. This also increases the likelihood of the results being replicated in future studies. The University of Southern California (2015b) states that quantitative research utilises standardised, pre-tested instruments in data collection. Standardisation lends itself to controlling the environment where possible.

- **Objective view**: The researcher in this instance takes an outside viewpoint and bases conclusions on the data collected (Ghauri & Grønhaug, 2002). This prevents the researcher from becoming emotionally and subjectively involved in the study. Objectivity according to Sekaran (2001) ensures that the conclusions which the researcher arrives at are based on fact and the results of the analysis. The conclusions inferred should not be based on the researcher's own biased or subjective opinions on the topic.

- **Result oriented**: Quantitative research generally has a clear and defined research questions seeking objective answers (University of Southern California, 2015a). Quantitative research tends to be result oriented more so than qualitative research. Due to the method of data collection, the researcher is likely to obtain the data quickly and able to statistically test the data. Less time is thus spent on data collection and more time can be spent on analysing the data instead.

- **Generalizability**: Generalizability refers to how applicable the research findings may be from one organisation or setting to the next (Sekaran, 2001). When research findings are found to be more applicable across organisations, the use of the findings will increase to the users. Quantitative research produces "results that are generalizable across contexts" (Schulze, 2003, p. 12).

1.5.1.2 Disadvantages

- **Humans think and reason**: Respondents are unique individuals and are able to rationalise their own actions and behaviours. Individuals are beings made up of past experiences and sets of behaviours and traits. They are thus naturally inclined to want to respond in accordance to their individual make up and not be controlled. Numerical

description of results with less description of individuals' perception is a limitation of quantitative research as it does not allow for detailed commentary (Awais, 2015).

- **Human environment**: It is argued that the respondents' environment is perceived and impacted differently. Two people may perceive the same work environment differently. If the testing environment is too strict and controlled, it would affect the meaningfulness and reliability of data in the real world (Burns & Burns, 2008).

- **Ethical considerations**: Quantitative research places a premium on objective measurement and may risk diminishing the respondents' individuality. An overemphasis on obtaining quantitative data could alienate respondents and affect the reliability of the data (Burns & Burns, 2008). Schulze (2003) submits that quantitative studies can serve to limit views on human behaviour due to its emphasis on the repetitive, predictable aspects of people.
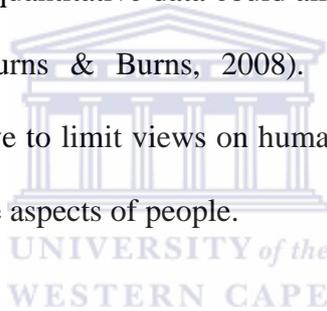
The current study utilised a quantitative research method. Quantitative research is more likely to satisfy hallmarks of scientific research as described by Sekaran (2001) namely: purposiveness, rigour, testability, replicability, precision and confidence, objectivity, generalizability and parsimony.

1.6   Limitations of the Study

The main limitations experienced during the present research are outlined as follows:

- The number of respondents who participated as part of the sample was 144 whereas the population was 383. This represents a 37.6% participation rate. A higher participation rate could enhance the generalisability of the findings.

- One organisation was utilised in this study which may affect generalisability of the findings.

- A sampling method of non-probability convenience sampling was utilised in this study. The number of for example, males and females was therefore inequitable.

- Similarly, not all age groups were equitably represented in the study.

- The questionnaires required respondents to only select one option from an array of possibilities. Some respondents may have felt obliged to make a choice between two responses while both may have resonated with them strongly.

- Most respondents completed the questionnaires during team meetings and work hours. Thus they may have felt compelled to complete the questionnaires due to time or other pressures.

- The organisation recently underwent a restructure of its South African operations and may have skewed respondents' feedback. Respondents' responses may have been

influenced due to unsureness and insecurity of those who were not affected by the restructuring process. In future, a study may need to be completed before and after a restructure as this would provide comparative data.

- The organisation also experienced industrial action at the time the questionnaires were distributed. Employees' views may have been influenced by their views surrounding the industrial action.

- Finally the researcher was internal to the organisation and employees may have questioned the relevance and importance of the research as it did not emanate from an organisational initiative. This may have negatively impacted the response rate.

1.7   Summary of the Chapter

The main purpose of this chapter was to provide an overview of the research study into the relationship between organisational commitment and turnover intentions within a restructuring environment within the hospitality industry. The background of the study and the rationale was offered in order to provide context for the results obtained from the research. Moreover, the objectives and research hypotheses are also identified and thus reiterated key features of quantitative research methods. The chapter subsequently concluded with the limitations experienced in the study. An overview of each of the chapters in this study is provided hereafter.

1.8   Outline of Chapters

Chapter one provides an introduction to the research study as well as offers an insight into the background and motivation for the study. This assists in shaping the context within which the results will be considered. The research objectives and concomitant hypotheses are described. The limitations of the study are also brought to the fore.

Chapter two focuses on the literature survey conducted to provide a perspective into the applicable variables and constructs. This chapter aids in setting the theoretical foundation of the research, and offers important definitions of applicable variables. The antecedents and consequences of organisational commitment are discussed as well as the consequences of restructuring and turnover is further discoursed.

Chapter three brings a focus to the research methodology employed in the study. In particular the aspects related to the population, sample size and sample procedure as well as method of data collection. The method of data collection highlights essential features of the biographical, organisational commitment and turnover intentions questionnaires. The validity and reliability of the two latter questionnaires are subsequently emphasised. Finally the data analysis techniques and ethical issues are considered and discussed.

Chapter four delves into the results and findings obtained from the research. As such the descriptive statistics and inferential statistics are discussed respectively.

Conclusions and recommendations based on the research data are outlined in Chapter five. The limitations experienced during the research study are detailed thereafter. The limitations may be in future by researchers looking to replicate and/or improve on the findings from this research study.

Chapter 2

Literature Survey

2.1   Introduction

Organisational commitment is a key factor to success for organisations in order to obtain and maintain a competitive advantage. Coetzee and Botha (2012) posit that organisations in today's competitive world require each employee to be committed to the organisation's objectives and function as an effective team. A competitive advantage is needed to achieve high performance (Nienaber & Masibigiri, 2012). The working world has evolved from one where job security is no longer as prevalent as it used to be. Consequently and understandably, employees' commitment to their organisations has diminished. Organisations are required to now investigate, understand and put measures in place to grow employee commitment in order have a successful business operation.

The literature review which follows, attempts to gain an insight primarily into the concept of organisational commitment but also restructuring and turnover. The writings of Mowday, Porter and Steers (1982) as well as Meyer and Allen (1997) have proven to be prevalent among researchers and scholars investigating organisational commitment. Organisational commitment as a construct is investigated using literature largely emanating from South African studies. The information contained in this literature review will be utilised as part of a research study into the relationship organisational commitment has on employee turnover. The impact of organisational restructuring will also be considered and its relationship to organisational commitment and turnover.

Various research studies (Bagraim, 2013; Basson, 2008; Bless & Kathuria, 1993; Coetzee & Botha, 2012; Curran, 2012; Davids, 2004; Du Plooy & Roodt, 2010; Du Plooy & Roodt, 2013; Ferreria, 2012; Simons & Buitendach, 2013; Kabungaidze, Mahlatshana & Ngirande, 2013; Lodewyk, 2011; Masindi, 2015; Meyer & Allen, 1997; Mobley, 1982; Mohlala, Goldman & Goosen, 2012; Morar, 2006; Mowday, Porter & Steers, 1982; Nienaber & Masibigri, 2012; Schreuder & Coetzee, 2012; Van Dyk & Coetzee, 2012; Van Dyk, Coetzee & Tebele, 2013) are investigated and evaluated in order to obtain a clearer understanding and view of organisational commitment in South Africa. While the aforementioned research studies list is not exhaustive, these studies are predominantly compared and contrasted so as to achieve clarity on the definition of organisational commitment and the various types of commitment. Thereafter the antecedents of commitment are discussed with a brief look at organisational commitment studies specifically in South Africa. The consequences of organisational commitment follow along with a brief discussion on restructuring as well as turnover and how it relates to commitment.
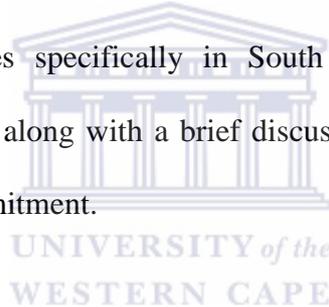
2.1.1 Organisational Commitment Defined

Understanding organisational commitment within organisations is considered and viewed as an important factor in retaining valuable employees and skill sets. It therefore stands to reason that organisations should and need to find ways to maintain and increase organisational commitment. Organisational commitment tends to have both positive and negative aspects. Despite this, the positive aspects are the cause for further and continued research on this topic.

Organisational commitment according to Allen and Meyer (1996) and Nienaber and Masibigiri (2012) is described as a psychological link which exists between employees and their organisation. The strength of this psychological link determines the likelihood of

employees voluntarily severing their relationship with the organisation. Meyer and Allen (1997, as cited in Ferreira, 2012) expand on this definition further by stating that the psychological link is typified by the employee having a strong identification with the organisation and desires to contribute to the achievement of the organisation's goals.

Coetzee and Botha (2012) state that committed employees display specific behaviours and where they do not, managers need to investigate the way employees are treated. Delobbe and Vandenberghe (2000) and Spector (2008, as cited in Van Dyk, Coetzee & Tebele, 2013) research reveals that committed employees are less likely to leave their organisation. Employees who do not display organisational commitment may render their organisations ineffective through voluntary separations or resignations (Arnolds, Stofile & Lillah, 2013).

Organisational commitment thus is the bond which an employee feels with an organisation. This assertion is in line with Paulin, Ferguson and Bergeron (2006) and Mafini and Dlodlo (2014) view that organisational commitment is a psychological state hinged on employees' identification, involvement and overall relationship with an organisation.

Employees who are committed tend to engage in certain behaviours which are beneficial to the organisation's growth and performance as well as achievement of its strategic objectives. According to Geldenhuys, Laba, and Venter (2014) when employees are engaged in their work and committed to the organisation, employees would experience meaningful work. Organisations therefore would and need to ensure that such committed employees remain with the organisation.

To this end, organisations need to understand and engage in those behaviours which foster organisational commitment and encourage employees to act in the best interests of the organisation.

According to Roberts-Lombard and Du Plessis (2012, p. 62) "commitment is central to a successful relationship". The employee and organisation are the parties to the relationship. Klein, Becker and Meyer (2009) offer a simplistic definition suggesting that commitment is a perceived bond between the employee and the organisation. This suggests that commitment is not a one-sided issue. It requires the commitment of both parties to yield successful results.

Meyer and Allen (1997, as cited in Nujjoo & Meyer, 2012) however submit that organisational commitment has three components consisting of affective, continuance and normative commitment. This view is affirmed by Robbins (2001) in Figure 2.1 who indicates affective, normative and continuance commitment comprises organisational commitment. These will now be discussed in further detail below.

Figure 2.1: Organisational Commitment

(Source: Robbins, 2001, p. 46)

2.1.1.1 Affective Commitment

Van Dyk et al. (2013) state that affective commitment makes reference to an employee's emotional link to an organisation. Affective commitment furthermore involves employees who are willing to do more than what is reflected in their job profiles, employees who will go the proverbial extra mile. "Affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organisation" (Coetzee & Botha, 2012, p. 2). Beck and Wilson (2000, as cited in Ferreira, 2012) posit that affectively committed employees identify and internalise the organisation's principles and standards. It therefore is clear that affective commitment is based on an emotional bond or connection an employee has with the organisation.

Interestingly Nujjoo and Meyer (2012) define affective commitment as an employee's emotional attachment, identification and involvement with the organisation as a result of favourable perceptions of tangible and non-tangible benefits. This means that an employee is committed to an organisation due to benefits and rewards received, monetary or non-monetary.

Affective committed employees, it therefore can be said, remain with an organisation by choice; identify with its values, principles and standards; and are satisfied with the rewards and benefits offered by the organisation.

2.1.1.2 Continuance Commitment

Continuance commitment occurs where an employee is cognisant of the costs associated with leaving the organisation. The employee as a result chooses to stay with the current organisation due to circumstance and need. Continuance commitment according to Nienaber and Masibigiri (2012) is indicative of a situation where employees are aware of the costs associated with leaving their current employer. This may be due to the monetary reward received for their work and hence stay with the organisation out of need and not want as in the case of affective commitment. Often continuance committed employees do only what is needed to keep their job which is contrary to affective committed employees who tend to do more than what is required (Coetzee & Botha, 2012).

Continuance commitment is also present and reinforced where employees view the availability of alternative employment opportunities as scarce. As a result continuance committed employees may exhibit higher levels of absenteeism as they do only that which is required of them.

2.1.1.3 Normative Commitment

Normative commitment as stated by Van Dyk et al. (2013, p. 63) "refers to an employee's sense of indebtedness towards the relevant organisation". Employees with normative commitment have a sense of obligation to remain the current organisation. March and Mannari (1977, as cited in Ferreira, 2012) state that such individuals remain with an organisation irrespective of the amount of fulfilment the organisation provides individuals during their tenure. Thus a normative committed employee may deem it as morally correct and obligated to remain with an organisation. This view is echoed by Nienaber and Masigibiri (2012) who state that employees with normative commitment stay with an

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organisation because they feel they should do so. They tend to regard it as the right thing to do instead of moving onto a new organisation.

It is the perceived obligation which discourages normative committed employees to remain with their current organisation. Khalili and Asmawi (2012, as cited in Coetzee & Botha, 2012) notably assert that normative commitment results in loyal employees who fulfil their duties but do not exhibit the behaviours that provide an organisation with a competitive advantage.

2.1.2   Antecedents of Organisational Commitment

Organisational commitment is invariably influenced by certain characteristics. Gaining a better understanding of these characteristics would assist in shaping organisational commitment. These characteristics are referred to as the antecedents of organisational commitment. Although much has been written about the influences of organisational commitment the hypothesized model by Mowday, Porter and Steers (1982) in Figure 2.2 best illustrates the antecedent categories. According to Mowday et al. (1982) the antecedents of organisational commitment can be categorised into personal characteristics, role-related characteristics, work experiences and structural characteristics. The information which follows expands not only the view as per Mowday et al. (1982) but includes views of subsequent authors.

Figure 2.2: Antecedents and Outcomes of Organisational Commitment

Personal Characteristics		
Role-related Characteristics	Organizational Commitment	**Outcomes** Desire to remain Intent to remain Attendance Retention Job effort
Structural Characteristics		
Work Experiences		
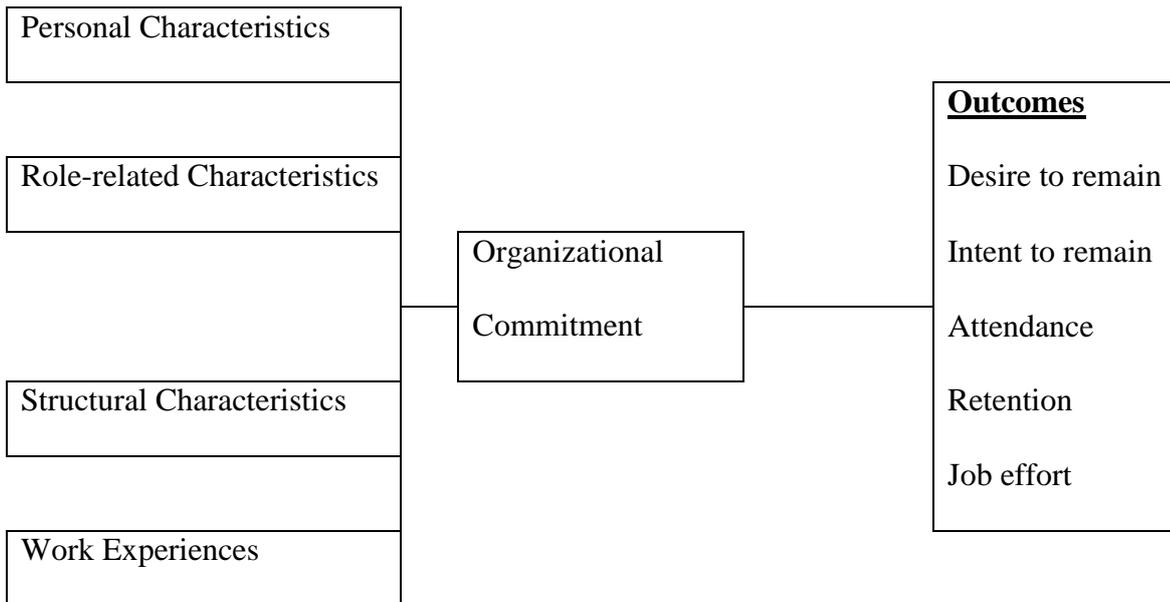
(Source: Mowday et al., 1982, p. 30)

2.1.2.1 Personal Characteristics

The personal characteristics that may impact organisational commitment include among others age, tenure, level of education, gender, race and personality factors.

Savickas (2005, as cited in Ferreira, 2012) postulates that work over time, becomes more important to employees as they learn the significance thereof. This implies as employees age and move through the various career life stages, their commitment to the organisation is likely to increase. According to a study conducted by Coetzee and Botha (2012), women were found to be more loyal and adhered to rules more than men. This difference was however not of great significance. The research found that there were no substantial differences in commitment among the various ethnic groups. Although not of practical significance, married employees were found to be more participative and satisfied with their jobs than their single counterparts. This may be attributed to married employees' family life orientation and due to having dependants as well as various obligations financial and non-

financial. A significant difference was however reported between managerial and clerical employees in terms of commitment. Managerial employees were found to be more satisfied and participative (i.e. committed) than clerical employees. In contrast, clerical employees were however slightly more loyal than managerial employees.

Van Dyk et al. (2013) established that females experience lower levels of commitment than males due to lower levels of job embeddedness. Coetzee, Schreuder and Tladinyane (2007) and Van Dyk et al. (2013) however ascertained that no significant differences existed between organisational commitment and gender. This view was echoed by Lumley (2009) and Van Dyk et al. (2013) who proposed that gender and affective commitment are unrelated. Lumley (2009) also found that married people have a preference for secure, stable working environments. Van Dyk et al. (2013) also established that married and divorced employees exhibited higher levels of commitment to their jobs than unmarried employees which are likely due to their increased scope of personal responsibilities and family life.
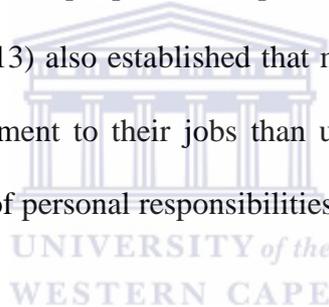
In the same study it was established that employees with less than five years' employment with the organisation, were significantly less committed and satisfied than those who worked for the organisation longer than five years.

Allen and Meyer (1990, as cited in Ferreira & Coetzee, 2010) intimated that older employees have a greater sense of normative commitment due to a sense of obligation. Affective commitment of younger employees is lower than that of older employees as older workers tend become more attitudinally (affectively) committed to companies over time (Meyer & Allen, 1984, as cited in Ferreira & Coetzee, 2010).

In a study by Masibigiri and Nienaber (2011) it was noted employees between 27 and 43 years old demonstrated shorter tenure with organisations. This view is supported by Healy

and Bramble (2003) and Hauptfleisch and Uys (2006) who hold the view that older employees though more depressed, find greater intrinsic satisfaction in their jobs while younger employees tend to suffer from more from emotional exhaustion.

This suggests that over time, the emotional bond and sense of obligation increases with tenure. Managerial employees had significantly higher levels of continuance commitment. This is in line with the findings noted earlier by Coetzee and Botha (2012), who found that clerical, operational level employees had lower levels of commitment.

The above findings indicate that a number of personal characteristics need to be investigated when considering commitment. It also confirms that varying outcomes may ensue depending on the sample group under review.

2.1.2.2 Role-related Characteristics

Employee roles and job characteristics are associated with role-related characteristics. The areas included here are job scope, role conflict and role ambiguity.

Van Dyk et al. (2013, p. 71) established that employees' organisational commitment "is significantly related to their perceived job embeddedness". Job embeddedness is referred to as the extent of the sacrifice an employee would need to make to sever links with his/her job, other people and activities (Mitchell et al., 2001, as cited in Van Dyk et al., 2013). When employees and their organisations share common characteristics, the likelihood of such employees remaining with their respective organisations, increases. It also suggests that when employees feel comfortable with the scope the job provides, role ambiguity and conflict, employees are more likely to have higher levels of commitment.

In a study of higher education mergers, Arnolds et al., (2013) confirmed that employees' organisational commitment is significantly and positively related to perceptions of the fairness in workloads. This infers that unfair or perceived unfairness in workload distribution has the potential to decrease organisational commitment in employees. Despite employees' perceptions that the merger's goals were not achieved and concerns about the workload distribution, they still showed strong positive professional commitment. This presented the organisation with opportunities to reinforce this positive performance intent and professional commitment to overcome and mitigate the other areas of concern. The professional commitment level may be due to the perceived challenge associated with the job and role as long as these are deemed acceptable by the employee.

Nujjoo and Meyer (2012) agree asserting that employers should design jobs in a manner where employees find the roles intrinsically rewarding. This would require the appropriate and right balance of job scope, conflict and ambiguity (challenge) to be present in the job.
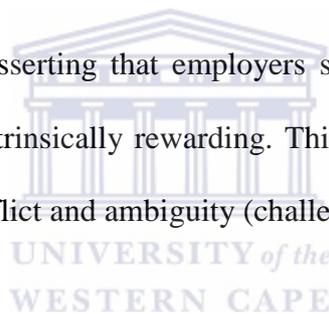
Mowday et al. (1982) aptly state that where an employee's job is ambiguous, places the employee in conflict situations or provides stress, organisational commitment would be negatively impacted by this.

2.1.2.3 Structural Characteristics

Structural aspects include formalisation, functional dependence, decentralisation, worker ownership and participation in decision-making.

During research into employee retention in the information technology division of a South African bank, Mohlala, Goldman, and Goosen (2012) postulate that restructuring is common place in South Africa's banking industry. Goldman (2007) and Mohlala et al. (2012) however

points out that the constant changes in structure, roles and responsibilities adds pressure to already stressed employees. Prolonged restructuring therefore has the potential to reduce organisational commitment among employees.

Arnolds et al. (2013) corroborate the above stating that if organisations are able to change the employee perceptions of merger successes, organisational commitment can be positively impacted. To assist in this, managers would be encouraged to highlight and celebrate merger successes such as business growth and increased employee training and development to allay employee fears and insecurities. While this entails increasing the focus on employee development, opportunities should be created to encourage employee participation on meaningful projects and assignments.
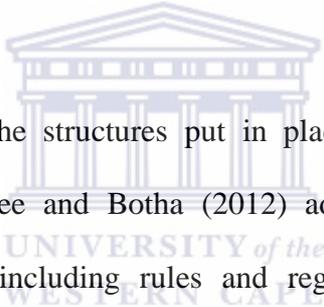
Greater employee acceptance of the structures put in place, results in greater levels of organisational commitment. Coetzee and Botha (2012) advance that employees respect orderly structures and processes including rules and regulations, job descriptions and policies. This is referred to as obedience and it is this respect and acceptance of these structures that enhances commitment. Obedience was found to not differ much between men and women although the authors report that Khalili and Asmawi (2012) proved that women have higher levels of normative commitment than men. Furthermore, Coetzee and Botha (2012) state that in terms of participation married employees and managers were more committed than unmarried employees and non-managerial employees. Participation is described as employees' commitment to improving the organisation's operations and willingness to share ideas. The difference however is not of great significance. Coetzee and Botha (2012) conclude stating that employees who are obedient and participatory, display commitment to the organisation by doing more than what is required of them thus providing the organisation with a competitive edge of its competitors.

The above views are echoed by Mowday et al. (1982, p. 33) stating that "employees experiencing greater decentralization, greater dependence on the work of others, and greater formality of written rules and procedures felt more committed" than employees who experienced these aspects to a lesser degree.

2.1.2.4 Work Experiences

Organisational dependability, personal importance to the organisation, the degree to which expectations are met, positive attitudes towards the organisation, perceived pay equity, group norms and social involvement are some of the experiences employees would encounter during their working life.

Ferreira (2012) opines that hardy employees are more likely to be more committed employees. Hardy employees are those individuals who feel in control and participate in the organisation. Thus it can be intimated that employees who have positive career experiences will tend to be more committed to the organisation. The author found that hardy employees exhibited all three forms of commitment i.e. affective, continuance and normative commitment.

Monetary rewards are said to predict employees' affective commitment but not their intrinsic motivation (Nujjoo & Meyer, 2012). Non-monetary rewards had a greater bearing on intrinsic motivation than monetary rewards. Employers and organisations need to focus on non-monetary and intrinsic rewards to strengthen employee commitment. The results from Nujjoo and Meyer's study also indicate that intrinsic and extrinsic rewards are important in building a committed workforce but have different relative importance.

Nienaber and Masibigiri (2012) put forward that line managers have an important and vital role to play in shaping employees' work experiences. Where line managers did not engage with employees, affective commitment levels were found to be lacking in employees. Although the employees under review displayed continuance and normative commitment, affective employee commitment is desirable since such employees act in the best interests of the organisation. Coetzee and Botha (2012) affirm this stating that if supervisors wish to increase employees' commitment, they should focus on increasing the perception of fairness in their interactions with their employees.

Mohlala et al. (2012) state that employee turnover is impacted by management and the organisation not honouring promises made to its employees. The turnover is indicative of the low levels of commitment exhibited by the organisation's employees. These promises may relate to salary reviews and increases, as well as career growth opportunities that do not materialise. As a result, salaries and growth may be viewed as insufficient impacting their affective commitment levels, prompting them to seek alternative employment. The study by Mohlala et al. (2012) pointed toward the importance of having a holistic retention strategy in place to address the needs and commitment levels of employees in the banking industry.

Work experiences shape and greatly influence employees' commitment levels as it can be viewed to be all encompassing, that it includes personal characteristics, role-related characteristics, and structural characteristics along with specific experiences.

2.1.3   Organisational Commitment in South Africa

Specific commentary with regard to organisational commitment in South Africa seems appropriate. Some insights and excerpts of South African based studies will be mentioned hereafter.

Van Dyk and Coetzee's (2012) research which included a sample of 206 employees in a medical and information technology services organisation proved that employees' intention to leave their organisation was a good predictor of their affective, continuance and normative commitment. The study also established that organisations need to understand retention factors and how these influenced employees' satisfaction. Their satisfaction in turn would impact their commitment levels. This finding seems to be corroborated to some extent where Ferreira (2012) states that developing employees' hardiness provides insight into their commitment, control and challenge attributes which have an effect on their affective, continuance and normative commitment.

Arnolds et al. (2013) also state that it is vital for organisations to manage employees' job performance intent and organisational commitment in merged South African higher education institutions. They found that employees' perceptions of the organisation could negatively affect their performance intent and thus their commitment. The Organisational Commitment Questionnaire used in the study was proven to be both reliable as well as valid. In a study conducted by Bothma and Roodt (2013) investigating the validity of the shortened six-item version turnover intention scale, the differential validity of the scale was established. Furthermore the turnover intention scale was found to be a valid as well as reliable instrument to measure employees' turnover intentions. The study was however only undertaken in one organisation and would need to be addressed in future so as to increase generalizability of the results.

Nujjoo and Meyer (2012) reiterate that South African organisations need to emphasise the value of intrinsic rewards. This will assist in attracting as well as retaining key employees and creating a committed employee group. Coetzee and Botha (2012) established that biographical factors such age, gender or ethnicity does not significantly influence organisational commitment. Their research did however show that loyalty, obedience and participation are positively related with commitment.

The above literature confirms the extent of research already conducted as well as the variables which need to be considered in pursuit of instilling organisational commitment. Van Dyk et al. (2013, p. 74) aptly state that "the intention is therefore to create positive emotional bonds between people, supervisor and peer support, mentoring and aching and career advancement planning".

2.1.4   Consequences of Organisational Commitment

The consequences of organisational commitment include among others attendance at work, in-role job performance, citizenship behaviour, employee retention and turnover, and organisational performance. Neininger et al. (2010, as cited in Van Dyk & Coetzee, 2012) affirm this stating organisational commitment results in positive attitudes which affects employees' intentions to leave, citizenship behaviour, job satisfaction as well as performance. Mowday et al. (1982) reported a weak relationship between commitment and job performance. The authors do however acknowledge that a relationship does exist; that an employee's effort and its effect on performance would be influenced by commitment.

2.1.4.1 Attendance at Work

Attendance at work in this instance includes lateness and tardiness as well as voluntary absenteeism. Research has confirmed that organisational commitment does indeed have an effect on absenteeism. Organisations that reward its employees for their loyalty and committed efforts are likely to hold on to such employees, since rewarding their attitudes and commitment could serve to strengthen the ties to the organisation.

Meyer and Maltin (2010) and Ferreira (2012) reported that committed employees may be less absent from work than less committed employees. Van Dyk and Coetzee (2012) assert that the presence of organisational commitment serves to reduce not only turnover but also tardiness. Absenteeism from work by employees and the associated costs is at present one of the major concerns in South Africa (Lilford, n.d.).
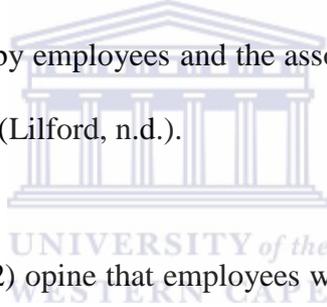
Banks, Patel and Mohammed (2012) opine that employees who have negative feelings about their jobs, are more likely to be absent from work than committed employees. Such views may be expressed by employees who find themselves in organisations undergoing restructuring exercises, downsizing and even mergers or acquisitions. Employees who tend to have positive feelings and views of their organisations are less likely to engage in voluntary absenteeism. In fact, committed employees quite often present themselves for duty despite not being well enough. De Boer et al. (2002, as cited in Banks et al., 2012) stated that previous studies confirmed links between work dissatisfaction and low commitment with absenteeism. The study by Banks et al. (2012) found that where employees perceived unfairness in their work situation, this would affect organisational commitment and thus increase the likelihood that they absent themselves from work.

Mahembe and Engelbrecht (2013) state that servant leadership, that is caring for others, will assist in reducing absenteeism. Where managers show that they care for their employees, this is likely to enhance employee' commitment levels which in turn positively impacts absenteeism and lateness at work.

Based on the above it stands to reason that committed employees are more likely to be effective employees with lower absenteeism levels.

2.1.4.2 In-Role Job Performance

In-role job performance refers to those aspects of the job which must be completed. Studies suggest that employees with strong affective commitment tend to work harder at their jobs and perform better than individuals with weaker commitment levels (Meyer & Allen, 1997). In contrast to studies regarding a positive correlation between affective commitment and performance, there are mixed results about the relations between normative commitment and performance. Some research has found a positive correlation between normative commitment and performance, while other research found no significant relationship.

According to Ferreira (2012), enhancing employees' hardiness increases their organisational commitment. Hardy employees therefore are able to better deal with stressors in the work environment and are still able to do what is required of them. Such individuals may also tend to use these stressors to drive their performance. Ferreira continues and hypothesizes that individuals who are committed are likely to experience feelings of career success and job satisfaction.

Brown and Sheppard (1997) as well as Nujjoo and Meyer (2012) suggest that employees will fulfil certain work demands if appropriately motivated by their managers and supervisors. As a result of supervisors providing employees with motivation, guidance and appropriately rewarding desired behaviours, employees are more likely to reproduce behaviours required to fulfil their job requirements.

Coetzee and Schreuder (2010, as cited in Coetzee & Botha, 2012) have an interesting view on in-role behaviour and performance. They propose that affective commitment alters the way in which employees view their jobs. As a result affectively committed employees are more likely to view extra-role behaviour as in-role behaviour and part and parcel of the job. It can hence be argued that committed employees are more likely to engage in organisational citizenship behaviours.

2.1.4.3 Citizenship Behaviour

The term citizenship behaviour refers to behaviours to which an employee commits by doing more than what is required. Employees with high levels of affective commitment are more likely to want to go beyond the call of duty.

Individuals who are high in hardiness actively involve themselves in what they do. Such individuals according to Kobasa et al. (1982, as cited in Ferreira, 2012) in effect have a set of personality characteristics that allows them to better deal with demanding events. Employees would be better equipped to deal with changes in their careers and jobs, embracing change being more resilient instead of withdrawing in the face of challenging situations. Thus they believe that they able to deal with challenging situations and thereby are likely to go over and above the call of duty.

Van Dyne and Graham (1994, as cited in Coetzee & Botha, 2012) put forward that organisational citizenship behaviour consists of three constructs namely obedience, loyalty and participation. They argue that individuals high in citizenship behaviour are more prepared and likely to engage in extra-role behaviours, not only doing more than what is required but also expecting no reward for their extra efforts.

Fair treatment also contributes to commitment and subsequently citizenship behaviour. Khan and Rashid (2012, as cited in Coetzee & Botha, 2012) advance that when employees perceive their supervisors are treating them fairly; there is a greater likelihood that their citizenship behaviour will increase. Additionally Olckers and Du Plessis (2012, p. 13) affirm that committed employees are prepared to do more than what is required and that "extra-role behaviours contribute to higher performance".

Citizenship behaviour therefore appears to be an important factor which provides organisations with a competitive advantage over its counterparts.

2.1.4.4 Employee Retention and Tenure

By reducing employee turnover organisations could increase employee retention and subsequently have employees with longer tenure in its organisation. Employees with long tenure hold important knowledge which can prove crucial to the organisation's performance and growth.

Committed employees tend to remain with the organisation longer than their less committed employee counterparts. As stated by Coetzee, Bergh and Schreuder, and Mathieu and Zajac (2010 & 1990, as cited in Ferreira, 2012) and Ferreira, Basson and Coetzee (2010) employees who are highly committed are less likely to leave the organisation as opposed to

less committed employees. The challenge for organisations and employers is continuously finding ways to retain their talented employees and those with scarce skills.

Intrinsic motivation according to Asad and Dainty (2005, as cited in Nujjoo & Meyer, 2012) largely contribute to employee retention. The authors argue that satisfying employees' needs with non-monetary rewards is fundamental in retaining talented and highly skilled employees. In a study by Van Dyk et al. (2013), it was established that organisational commitment resulted in job embeddedness – that is various factors which compel an employee to remain in the employ of an organisation despite the circumstances he/she is faced with.

Mohlala et al. (2012) suggest that organisations groom younger employees to fill positions of soon-to-retire employees as part of its retention strategy. Younger employees according to research, tend to have lower commitment levels than older employees. Implementing a retention strategy would therefore increase the likelihood of younger employees remaining with the organisation due to the impending growth and so too serves to increase the tenure of employees. Organisations, as part of their Employment Equity commitments are fast-tracking previously disadvantaged individuals in this manner into positions where the current position incumbent acts as a mentor and coach over an extended period of time.

The longer employees remain with an organisation, the greater the possibility that their commitment levels will increase. As discussed previously in this paper, commitment that increases over time is referred to as continuance commitment. This does however provide organisations with the opportunity to transform this continuance commitment (obligation to remain), into affective commitment.

2.1.4.5 Organisational Performance

Organisations made up of employees with high commitment levels are more likely to be effective. The organisational effectiveness may stem from employees who internalise the organisation's goals and values, and actively seek to reduce absenteeism, late-coming and turnover. Also organisations may become sought after, as job seekers would want to work for organisations that have and employ committed employees.

According to Maddi, Maddi and Khoshaba (2006 & 2005, as cited in Ferreira, 2012) increased commitment levels are associated with higher levels of performance in the organisation. Nujjoo and Meyer (2012) concur stating that effective rewards management positively impacts motivation and affective commitment, and subsequently results in high organisational performance. Google is reported to have both monetary and non-monetary rewards in place resulting in employee satisfaction and organisational profitability. A greater emphasis should be placed on intrinsic rewards (non-monetary), both intrinsic and extrinsic rewards (monetary and non-monetary) are linked to enhanced commitment (Nujjoo & Meyer, 2012). South African organisations therefore need to focus on customising reward strategies that are valued by their employees.

Arnolds et al. (2013) confirmed that employees' views of merged higher education institutions, can impact the organisation's effectiveness. Mahembe and Engelbrecht (2013) point out that leadership and managers can assist in increasing commitment and consequently organisational performance.

According to Bernstein (1979, as cited in Olckers & Du Plessis, 2012, p. 10), "ownership instils a sense of pride in employees and acts as a motivator of greater performance". Where employees experience psychological ownership, they have a sense of ownership toward the

organisation and therefore experience and exhibit enhanced levels of commitment toward its success.

Attendance at work, in-role job performance, citizenship behaviour, employee retention all serve to increase organisational performance. By endeavouring to enhance employee commitment levels, organisations can minimise employee turnover, especially turnover of scarce skill employees, and in so doing improve organisational performance.

2.1.5   Restructuring Defined

Restructuring as a variable fits into the structural characteristic aspect of the organisational commitment model advanced by Mowday et al. (1982). Organisational restructuring has become synonymous in the world of work. Restructuring is used interchangeably with terms such as retrenchment, cost-cutting measures, maximising efficiencies, performance improvement plans, downsizing and rightsizing. Some of these terms are viewed as precursors to the actual process of restructuring and also used interchangeably during the restructuring process.

Restructuring according to Hirsch and De Soucey (2006) usually involves a reduction in costs, increasing profits and share price, improving product and service quality as well as a quick response to new opportunities. Organisational restructuring according to Probst (2003, p. 418) "is a broad term encompassing many different organizational events ranging from downsizing, mergers, and acquisitions to other forms of workforce reorganizations with or without layoffs". Rinkwest (2003) and Basson (2008) concurs stating a common reaction to organisational change has been resorting to some form of organisational restructuring such as downsizing, retrenchments, job loss, layoffs, right-sizing or re-engineering.

Restructuring now though tends to form part of organisational change and is viewed as an intervention which requires systematic intervention before, during and after by appropriately skilled individuals. "Results indicated that change fatigue was positively associated with exhaustion, and exhaustion was in turn negatively related to organizational commitment and positively related to turnover intentions" (Bernerth, Walker & Harris, 2011, p. 321). As stated by Bell and Barkhuizen (2011), the pace of change is rapid and can be attributed to organisational restructures as well as technological revolutions, market changes, unemployment levels, mergers and acquisitions, consumer empowerment and changes in demand patterns.

According to Juta Law, the South African Labour Relations Act (2009, p. 347), states that dismissals based on operational requirements is "a dismissal based on the economic, technological, structural or similar needs of the employers". This is also referred to as no-fault terminations. South African labour law requires that employees and/or their trade unions need to be consulted when contemplating and embarking on structural changes which may impact the livelihood of employees. In the South African context, retrenchments are typically associated with restructuring/reorganisation initiatives and not only plant or division closures. Retrenchment refers to the reduction of an organisation's activities or operations (Dessler, Barhuizen, Bezuidenhout, De Braine, Du Plessis, Nel, Schultz, Stanz & Van Der Walt, 2011). Carrell, Elbert, Hatfield, Grobler, Marx and Van Der Schyf (2000, p. 242) also assert that retrenchment (downsizing) is a "reduction in the size of an organisation's workforce".

In a study by Arnolds and Boshoff (2004) it was found that employees display among others low levels of commitment to the organisation and top management during the early stages of restructuring. This is further compounded by uncertainty among employees, anxiety, low morale, reduced performance, increased absenteeism and employee turnover (Arnolds &

Boshoff, 2004). Davids (2004) states that surviving employees tend to feel more anxious about their future (job and financial) with the organisation. Bergmann (1991, as cited in Davids, 2004) adds that surviving employees are likely to feel angry and are less productive in contrast to committed employees.

Employees' intent to quit and subsequent voluntary turnover present a real threat to the effectiveness of a restructure (Ugboro, 2006). This is not only a possible threat subsequent to the restructure but also before and during the implementation of the restructure.

It is the view of the present study's researcher that organisational restructuring is an opportunity for rejuvenation of an organisation but this is counterbalanced by the feeling of anxiety experienced by those impacted by restructuring. It may be intimated that these feelings are experienced before the actual restructure as well as during and after. It is for this reason that the relationship between organisational commitment and restructuring becomes an important one. Consequently it may be asserted that restructuring may impact organisational commitment of employees and thus ultimately influence employees' intention to quit.

2.1.6   Consequences of Restructuring

Understanding the effects and consequences of organisational restructuring are imperative when contemplating such a daunting exercise. Probst (2003) concurs stating that a change such as restructuring has the potential to have a profound effect on an organisation's employees. The impact however is not only felt by affected employees (employees who exit the organisation) but also by the remaining or surviving employees. The restructuring of an organisation also has the potential to impact that organisation's suppliers' employees. This has been evident in recent years in the South African clothing and textile industry. Retailers

who reviewed their cost structures sought economies of scale and purchased imported goods at lower prices. This strategic change had a knock-on effect on suppliers who resorted to lay-offs and/or retrenchments.

Abrahamson (2004, as cited in Simelane, 2008) posits the following as the effects of a restructuring (change) exercise:

2.1.6.1 Repetitive Change Syndrome

The symptoms of repetitive change are described as initiative overload, change related chaos and employee cynicism and burnout. A constant state of change and on-going change initiatives makes it more difficult to effectively manage organisational changes, increases costliness and likelihood of failure. However the constant state of flux may serve to impede the very operations it is meant to streamline and improve. "Employees who have to live through continuous rounds of change suffer the most, and the effect on the organization as a whole is likely to be corrosive" (Abrahamson, 2004, para. 5).

2.1.6.2 The Initiative Overload

As the term suggests, a plethora of change initiatives is detrimental to the organisation, its employees and overall performance. When too many initiatives are launched, employees may become resistant to change and may intentionally impede further changes (Abrahamson, 2004, as cited in Simelane, 2008). This view is echoed by Bernerth et al. (2011) who state employees will find it challenging to realise congruency between their behaviours and the expectations of their organisational leaders when the organisation is continuously changing.

Not only is the number of changes important but the same principle could apply if a few large-scale changes are undertaken simultaneously. For example, a JSE listed organisation recently attempted to undertake an update of its central customer database operating system along with a revised performance management system whilst undertaking an organisational restructure (L. Sivertsen, personal communication, October 30, 2015). The revised performance management system was eventually put on hold as the organisation suffered from change fatigue.

2.1.6.3 Change Related Chaos

Change related chaos follows on from initiative overload. According to Abrahamson (2004, as cited in Simelane, 2008) it refers to a continuous state of disorder and confusion when too many changes are pushed through. This may be visible during restructures since the actual restructure is usually the main change but is invariably accompanied by additional, complementary changes. The additional changes are usually in support of and assist in driving the main change in the form of the organisational restructure. Again, too many initiatives implemented too quickly are likely to have employees question what is being done and why and by whom.

2.1.6.4 Employee Burnout

Another effect of change which needs to be considered is employee cynicism, also referred to as cynicism. The effect here is such that employees may become distrustful and sceptical of the organisation and the drivers of the restructure. According to Abrahamson (2004), a global financial services company merged three times in a three year period. In an employee survey only 18% of its employees stated they were satisfied with their work. More tellingly more than 50% indicated intent to voluntarily move to another organisation within a two year

period. The message is clear: manage restructures and change initiatives with the necessary care and attention it deserves or face losing the people who constitute the organisation.

The following outcomes are delineated by Appelbaum, Henson and Knee (1999) as key outcomes in a restructuring process:

2.1.6.5 Strategy

Strategy makes references to a change in corporate strategy which assists in improving the fit of the organisation into its environment. One of the reasons for embarking on a restructuring exercise is usually that the organisation is no longer able to leverage from its environment. Thus changes in its core strategy are required to once again become and/or remain profitable as well as to ensure the longevity of the organisation into the future. In the event the organisation's main aim is a reduction of its human resources, remaining (surviving) employees may feel disorientated and hinder their performance and organisational commitment. Appaulbaum (1999) posits that communication is the key to survivors' understanding of the new organisational strategy as well as accurate interpretation of the organisation's goals.

2.1.6.6 Employee Effects

The impact the restructure has on the surviving employees is crucial and requires careful consideration. If their concerns and feelings are not addressed, their performance may adversely affect the organisation's livelihood. Appelbaum et al. (1987, as cited in Appelbaum et al., 1999) states that three key points should be considered to ensure that downsizing initiatives are successful. Firstly, a reduction in employee numbers does not have to occur in downsizing. The second point states that a successful downsizing initiative should be headed

by that human resources division. Finally, employees' impact on the organisation after implementing the restructure should be considered and taken into account. The effects of downsizing can be extended to restructures in general as well.

2.1.6.7 Performance

Here the organisation's financial performance is assessed to determine whether the restructuring was indeed successful. It also considers the market's short-term and long-term reaction to the restructure. The short-term gain in profit is usually evident subsequent to a restructure. However more long-term studies on the effects of restructures have found contrary evidence. Simelane (2008, p. 28) submits that "most business organizations which downsized failed to achieve the desired cost reductions and efficiency which were their primary restructuring objectives". Also to be considered is the effect on the surviving employees and how greater performance expectation may negatively impact them.
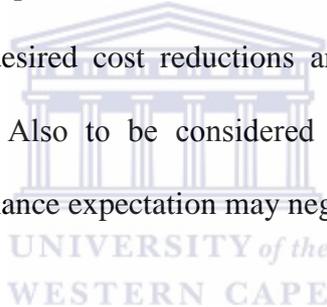
2.1.7 Turnover Defined

Turnover as it pertains to this researcher is influenced by the organisational commitment of employees. Turnover, intention to leave and retention are closely associated terms since employees' intention to leave and employees' retention inevitably either positively or negatively affects turnover levels. Turnover as a dependent variable will therefore be elaborated upon very briefly.

Turnover according to Petrigrlieri (2011) and Bothma and Roodt (2013) is the outcome of an employee's coping strategy to escape their current situation. Bothma and Roodt (2013, p. 2) continue and define turnover intention as an individual's intention or conation "to leave the employ of the organisation". The employee's intention to leave is a deliberate and voluntary

action that is taken. Mobley (1982) describes turnover as the termination of membership by an individual to an organisation and who received monetary payment from the organisation. Employee turnover involves employees leaving their jobs and as a result need to be replaced (Mampane, 2012). Fitz-enz and Davison (2002) simplistically state that turnover occurs where employees move in and out of organisations.

Browell (2003, as cited in Mohlala et al., 2012, p. 2) describes employee retention as "keeping those members of staff that one wants to keep and not losing them from the organisation for whatever reason, especially to the competitors". Nujjoo and Meyer (2012) view satisfaction of employees' needs and expectations as the key aspects to employee retention.

Employee or organisational turnover can be described as either voluntary turnover or involuntary. Nienaber and Masigibiri (2012) state that voluntary turnover can be controlled by line managers if there is greater awareness of the factors which result therein. In a South African study Döckell (2003) and Van Dyk and Coetzee (2012) identified six critical factors to retaining employees namely: compensation, job characteristics, opportunities for training and development, supervisor support, career opportunities and work-life balance. Voluntary turnover typically includes resignations where employees knowingly part ways with the organisation. Involuntary turnover however includes dismissal, retrenchment, death and permanent disablement.

The aforementioned discussion is indicative of the fact that turnover occurs when an employee or organisation severs the employment relationship with the knowledge that payment, whether monetary or non-monetary, will cease upon terminating the relationship. Although most studies and literature are concerned with voluntary turnover, it can be argued that to some extent involuntary turnover such as dismissals are avoidable also. Instances do

exist where employees wilfully, knowingly breach workplace rules whilst fully aware of the consequence of dismissal. Employees may "prefer" to be dismissed in order to claim certain benefits such as unemployment insurance funds or to have the employment relationship terminated for other related reasons. This preference for dismissal may also be evident even in times of restructuring. A positive relationship exists between downsizing rates and voluntary turnover rates (Trevor & Nyberg, 2008). The present study therefore investigated the extent to which employees' organisational commitment determines turnover intentions.

2.1.8   Consequences of Turnover

Turnover places further strain on organisations in an already competitive and occasionally cut-throat trading environment. This is affirmed by Nienaber and Masibigiri (2012, p. 68) stating that "employee turnover adversely affects organisations in a number of ways, all of which result in added competitive pressures". Despite this statement, employee turnover also has the potential to positively impact organisations. Organisations therefore need to understand the effects of turnover and how turnover can be used to its benefit. Managing turnover to optimise the operations and how to maintain acceptable turnover levels should be the aim of management. The following are some of the overt advantages and disadvantages associated with turnover in organisations.

2.1.8.1 Advantages

- **Changes in knowledge and processes:** According to Masindi (2015) turnover of employees may result in fresh and alternative initiatives which are likely to positively impact the business. Turnover may provide the ideal opportunity to bring in new systems and processes for improved organisational effectiveness and efficiency. It may also encourage renewed thinking and amendment of entrenched customs and

practice. New employees and new appointments bring with them different thinking and perspectives.

- **Internal growth:** Where the right processes are in place, turnover may result in internal growth opportunities and promotions. It encourages career growth and has a domino effect throughout the organisation. Remaining employees' perception of their jobs may lead to a sense of gratitude for surviving the restructure and thus positively impact commitment levels (Trevor & Nyberg, 2008). It provides these remaining employees with challenging opportunities that may not have existed previously.

- **Enhanced cost structures:** Turnover offers organisations the opportunity to enhance costing and organisational structures. Job sharing, job enrichment and structural optimisation may ensue because of turnover. Cascio (1993, as cited in Trevor & Nyberg, 2008) suggest that labour costs and in particular pay and salary costs, generally underpin downsizing initiatives. It provides the opportunity for reduced salaries as employees with longer service or employment with the organisation, tend to have higher salaries. New employees or promoted employees are likely to be appointed on lower salaries.

- **Increased commitment:** Employees' commitment levels could increase due to the perceived growth opportunities that come to the fore. Also with the contribution of new ideas, changes in policies and structures, employees may feel more valued thus resulting in employees feeling committed. This in turn positively affects job satisfaction and retention. Strategic restructuring rather than mere cost-cutting and expectations of more varied or challenging work is more likely to lead to employee appreciation of having retained a position in the organisation. Trevor and Nyberg

(2008) do, however, continue to point out that this view may not fully counteract the negative effects associated with restructuring.

- **Exiting of poor performers:** Turnover also involves poor performers leaving the organisation. Where poor performers negatively impacted performance of fellow employees, such exits are likely to improve employee morale and therefore commitment levels. Masindi (2015) refers to this process as a "purging of poor performers" from the organisation. Poor performers may have managed to survive in the old organisation but could find themselves in unfamiliar terrain when the status quo is altered.

2.1.8.2 Disadvantages

- **Replacement costs:** The costs of recruitment, selection and training are important considerations which may make replacing employees an expensive exercise. It therefore stands to reason that organisations should endeavour to hold onto high performers. The cost of processing exiting employees' salaries and benefits are also factored in as well as the time taken to properly and appropriately exit employees from the organisation. Trevor and Nyberg (2008) appropriately state that financial costs associated with turnover tend to result and incur costs related to replacement and training of employees as well as outplacement of affected employees.

- **Productivity loss:** Due to the loss of employees and more so in the case of high performers it is expected that a loss in productivity or service delivery is likely to occur. Remaining employees may be required to take on additional roles which may act as stressors to the affected employees, productivity and effectiveness. Further to this Probst (2003), also states that employees may experience role ambiguity and

uncertainty due to changes in their duties, status and reporting lines. This in turn may negatively affect productivity levels.

- **Decreased commitment:** As a result of increased work pressures and loss of skilled employees, remaining employees' commitment and satisfaction may be negatively affected. Also, the loss of valued employees may have an adverse effect on other employees. Turnley and Feldman (1999) and Probst (2003) postulate that when employees' expectations from an organisation are not met, this tends to negatively impact organisational commitment and loyalty.

- **Loss of subject matter experts:** Organisations especially in the service industry are impacted by turnover due to loss of knowledge when experienced employees leave the organisation (Masindi, 2015). Often functionally sound employees are lost to the organisation creating uncertainty and disillusionment among employees. Organisations often do not have or implement adequate knowledge sharing practices or have the necessary succession planning processes in place. This results in productivity loss and additional costing for training or the need for external consultants. Mbah and Ikemfuna (2012) postulate that the loss of skilled employees poses a real risk to an organisation due to the human capital lost along with the prior investment made in such capital. In some instances, valued human capital may even be lost to competitors.

2.2   Summary of the Chapter

This chapter and preceding literature review delineated organisational commitment and its relative importance in the employment relationship. Committed employees are needed for organisations to effectively compete in the global business arena. Ferreira (2012, p. 2) argues that "the demand for young, talented staff (especially from previous disadvantaged groups) is increasing". The attraction and subsequent retention of talented employees is therefore becoming an increasing focal point in organisations.

Of the three types of commitment identified in the literature, a preference seems to be apparent for affective commitment more so than for normative and continuance commitment. The reason for this is likely due to the fact that affective commitment is characterised by employees' emotional bond with the organisation whereas normative and continuance commitment is associated with a sense of obligation and lack of choice respectively. The challenge for organisations is to understand how to increase employees' affective organisational commitment more so than normative and continuance commitment. It is, however, possible that individuals experience all three types of commitment in varying degrees (Pillay, Buitendach & Kanengoni, 2014).

In order to understand the factors which influence organisational commitment personal, role-related and structural characteristics along with employees' work experiences were considered as advocated by Mowday et al., (1982). Coetzee and Botha (2012) affirm this stating that employees' commitment may hinge on various personal, situational and organisational factors. Additionally the consequences of organisational commitment were discussed which illustrate that by increasing commitment, organisations would be able to positively address absenteeism, in-role job performance, citizenship behaviours (extra-role performance), employee retention and tenure and ultimately organisational performance.

Organisational restructuring, an independent variable, may affect not only turnover levels within an organisation but also the serve to influence employees' commitment to an organisation. In this manner, restructuring may also be regarded as an antecedent variable to both organisational commitment as well as a precursor to turnover. Allen et al. (2001, as cited in Davids, 2004) submit that employees' turnover intentions increase immediately after retrenchments.

Employee turnover, which is closely linked to retention and intention to leave, was expounded upon as a dependent variable outlining its associated advantages and disadvantages. Employee turnover has been identified as a dependent variable which can be tempered by organisational commitment. In a study by Bagraim (2013) it was established that a relationship exists between commitment and intention to quit.

Thompson et al. (2007, as cited in Arnolds et al., 2013) opine that organisations require committed employees for effective strategy execution. When organisations experience high turnover levels, it reduces the potential of organisations to execute its strategic imperatives. Organisations become especially vulnerable with regard to achieving its strategic imperatives in the period leading up to, during and immediately after restructuring initiatives.

The consensus based on the literature reviewed, is that organisational commitment is related to a number of variables but more specifically employee turnover as it pertains to the proposed study. In a similar vein, organisational restructuring is related to both organisational commitment and turnover levels. Thus organisational commitment and the execution of restructures are critical in the reduction and management of employee turnover.

Chapter 3

Research Methodology

3.1   Introduction

This chapter provides an insight into the overall research methodology utilised when the researcher embarked upon the study. More detail is provided with regard to the research design and approach followed.

Furthermore, the population of the study in question is defined and accordingly, so too is the sample. The full population of Gaming employees under review numbered 383 at the time of the research. The intention was to obtain a minimum of 200 questionnaires to be utilised for sampling purposes.
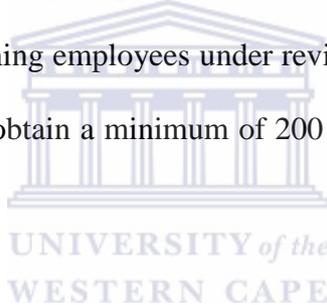
A method of non-probability, convenience sampling was utilised due to the nature of the study. Furthermore the types of instruments, namely the Biographical Questionnaire, Organisational Commitment Questionnaire and Turnover Intention Questionnaire were utilised for data collection purposes. The nature and usability (validity and reliability) of these questionnaires are expounded hereafter.

Finally the data analysis technique and ethical issues will be discussed in added further detail.

3.2   Research Approach

The research approach and design followed by the researcher is important as it provides a structure and assists in ensuring consistency in approach. This thus impacts and serves to enhance the validity and reliability of the results and eventual findings.

As suggested above the researcher utilised a method of non-probability sampling and convenience sampling. These methods therefore determined the use of the population and how the sample was extracted. The Biographical Questionnaire was used to obtain critical segment information. The validity and reliability of the Organisational Commitment Questionnaire and Turnover Intention Questionnaire however first needed to be established before considering distribution thereof. Once the information was collected, the Pearson data analysis technique and Analysis of Variance technique were used to establish the relationships and differences between the respective variables under investigation.
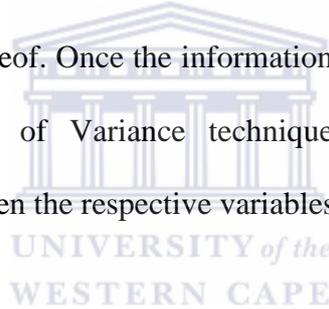
3.3   Population

Welman and Kruger (2000) define a population as the entire collection of units on which conclusions need to be made. Sekaran (2001) puts forward that a population is inclusive of all subjects (people or events of interest) which the researcher chooses to investigate. Thus a population refers to the subjects under investigation which need to be examined that allow for inferences to be established. The population in the current research included all Gaming department employees from the Cashiering, Slots and Tables departments within a hospitality environment. For practical purposes, a sample was drawn. A sample though is generally considered to be a reflection of the population under investigation. The total number of Gaming employees at Cashier, Guest Service Attendant and Dealer level was 383 at the time of the study.

3.4 Sample

The current study made use of a sample of the population instead of including the full population.

Sekaran (2001) defines a sample as the subset of a population. A sample consists of some of the elements which make up the population. A sample tends to be utilised since it usually proves impractical to investigate and include the entire population in a research study (Welman & Kruger, 2001). The data obtained from the sample was used to draw inferences and conclusions that could in turn be inferred or generalised to the population under investigation.

3.4.1 Sample Size

The intended sample size in this study was a minimum of 200 respondents.

According to Roscoe (1975, as cited in Sekaran, 2001), a minimum sample size of 30 is required where the sample is divided into subsamples. Roscoe (1975) also states that sample sizes of more than 30 but less than 500 are suitable for most research studies. Welman and Kruger (2000) however purport that a sample should not be less than 15 units but should preferably consist of more than 25 units.

The researcher endeavoured to distribute questionnaires to all 383 employees who make up the population in the present research study.

3.4.2 Sample Procedure

3.4.2.1 Non-probability Sampling

In the current study non-probability sampling was utilised.

Sekaran (2001) proposes that non-probability sampling occurs where the elements do not have a known, pre-determined possibility of being selected as subjects which make up the sample. Some elements have no chance of being selected as subjects (Welman & Kruger, 2000). The possibility therefore of subjects being identified as subjects is not predictable.

3.4.2.2 Convenience Sampling

A convenience sample was selected for the research investigation in the current study.

The collection of information from members of the population who are easily and conveniently available to provide such information is referred to as convenience sampling (Sekaran, 2001). It assists in quickly obtaining information in a timely and inexpensive manner. Welman and Kruger (2000, p. 62) state that an accidental sample is "the most convenient collection of members of the population that are near and readily available for research purposes". The members of the population are also referred to as units of analysis, elements or subjects.

3.4.2.3 Convenience Sampling Advantages and Disadvantages

In the current study, a convenience sample was deemed more effective since it is quicker to obtain and involved minimal complexity in the selection of the subjects. This also assisted in limiting possible costs incurred. The subjects were thus also assured that their selection was coincidental and purely based on their availability at the time of the research. According to Sekaran (2001), convenience sampling tends to be quick, convenient and also less expensive than other sampling methods. Welman and Kruger (2000) echo this view by suggesting that non-probability sampling is less complicated and economical.

The results of the study will however be limited in terms of its generalisability to the population. Leedy (1993, as cited in Lodewyk, 2011) notes convenience sampling is usually not representative of the full population. Additionally Willemse (1999) states errors in convenience sampling can be both unpredictable and immeasurable. As such the results may not be generalised to similar population groups, thus impacting external validity. It is thus viewed as the least reliable sampling procedure of the available methods.

3.5   Method of Data Collection

3.5.1   Measuring Instruments

Questionnaires were utilised in this study to assist with the collection of data. The study consisted of three questionnaires namely a self-developed Biographical Questionnaire, Organisational Commitment Questionnaire and Turnover Intention Questionnaire. The biographical questionnaire aimed to elicit among others important details such as gender, race, age, marital status, qualifications, language preferences and years of service were used for statistical purposes. The Organisational Commitment Questionnaire was used to measure

employees' organisational commitment (independent variable in this study) as developed by Mowday et al. (1982, p. 221). The Turnover Intention Questionnaire was utilised to measure the turnover intentions of employees. The Turnover Intention Questionnaire was developed by Roodt (Roodt, 2004, as cited in Jacobs & Roodt, 2008).

Sekaran (2001, p. 233) states that "a questionnaire is a preformulated written set of questions to which respondents record their answer, usually within rather closely defined alternatives". Welman and Kruger (2000) proffer that survey questionnaires can be used to gather information from respondents such as biographical information, typical behaviours, opinions and attitudes.

3.5.2   Nature and Composition of the Questionnaires

The Biographical Questionnaire used consisted of 12 items that contain various questions related to the demographical make-up of the respondents. This proved useful in the data analysis and subsequent statistics.

The Organisational Commitment Questionnaire consisted of 15 items with six items that were negatively phrased or reverse-scored in an attempt to reduce any respondent bias. The scale used in the Organisational Commitment Questionnaire was a seven point Likert scale and is illustrated below:

- 1 = Strongly disagree
- 2 = Moderately disagree
- 3 = Slightly disagree
- 4 = Neither disagree nor agree

- 5 = Slightly agree

- 6 = Moderately agree

- 7 = Strongly agree

Examples of the items included in the Organisational Commitment Questionnaire are "I talk about this organisation to my friends as a great organisation to work for", "I feel very little loyalty to this organisation" and "I find that my values and the organisation's values are very similar" (Mowday et al. (1982, p. 221).

The Turnover Intentions Questionnaire consisted of 14 items measured on a seven point scale. Roodt (2004, as cited in Jacobs & Roodt, 2008) describes the seven point scale as an intensity response scale that is anchored at extreme poles. Examples of these scales are listed below:
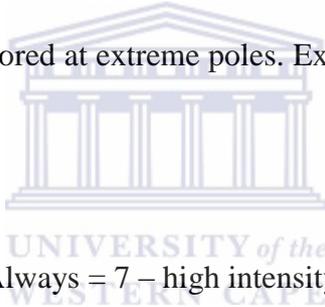
- Never = 1 – low intensity to Always = 7 – high intensity; and

- Never = 1 – low intensity to Most of the times = 7 – high intensity

Some examples of the items in the Turnover Intentions Questionnaire include "How often have you considered leaving your current job?", "How frequently do you scan newspapers for job opportunities?" and "How often is your current job affecting your personal wellbeing?" (Jacobs & Roodt, 2008).

The three respective questionnaires were paper-based. The respondents were therefore requested to indicate their responses by shading (▨) their responses to indicate their respective answers.

3.5.3   Validity of the Questionnaires

Validity measurement looks at whether a test adequately measures what it purports to measure (Murphy & Davidshofer, 1994). Wolfaardt and Roodt (2008, p. 32) assert that "the validity of a measure concerns what the test measures and how well it does so". The validity of the Organisational Commitment Questionnaire has been demonstrated by various researchers and is confirmed in detail hereafter.

3.5.3.1 Validity of the Organisational Commitment Questionnaire

The Organisational Commitment Questionnaire's validity was authenticated by means of convergent validity, discriminant validity and predictive validity. Convergent validities in six varied samples ranged from 0.63 to 0.74 indicating evidence of convergent validity and a median of 0.70 (Mowday et al., 1982). Additionally the Organisational Commitment Questionnaire was compellingly related to how long employees believed they would remain with an organisation. A moderate relationship between employees' commitment and exerting high levels of energy was uncovered ranging from 0.35 to 0.45. Mowday et al. (1982) continues stating that employees with a work-orientated central life interest are more likely to be committed while superiors' ratings of employee commitment in the Organisational Commitment Questionnaire scores revealed a correlation of 0.60.

Discriminant validity was established by comparing the Organisational Commitment Questionnaire with a job involvement measure, a three-item measure and job descriptive index subsequently revealing correlations of 0.30 to 0.56, 0.39 to 0.40 and 0.01 to 0.68 respectively (Mowday et al., 1982). The predictive validity was demonstrated through a relatively consistent relationship in the predicted direction between organisational commitment and the following measures: employee turnover, absenteeism, tenure and job

performance (Mowday et al., 1982). The validity of the Organisational Commitment Questionnaire has been established and reported on by Brooke, Russell and Price, and Matthieu and Farr (1988 & 1991, as cited in Arnolds et al., 2013).

3.5.3.2 Validity of the Turnover Intentions Questionnaire

Jacobs and Roodt (2008) and Appolis (2010) state that turnover literature lacks formally validated scales which depict turnover cognitions. Jacobs, and Martin and Roodt (2005 & 2007, as cited in Du Plooy & Roodt, 2010) confirmed that the Turnover Intentions Questionnaire is indeed a valid measurement tool. Bothma and Roodt (2013) established the differential validity of the six-item version of the turnover intention scale which is a shortened version of the initial 15-item scale.

3.5.4   Reliability of the Questionnaires

According to Wolfaardt and Roodt (2008), a measure's reliability is held in its ability to consistently measure that aspect it is expected to measure. Reliability according to Welman and Kruger (2000) is the extent to which the results can be generalised to different measuring occasions or tests forms. Reliability can therefore be described as the extent to which scores achieved can be generalised. The Turnover Intention Questionnaire has been found to be a reliable instrument by researchers and is delineated below.

3.5.4.1 Reliability of the Organisational Commitment Questionnaire

A study was conducted which saw the Organisational Commitment Questionnaire being administered to 2563 employees in nine organisations, both public and private (Mowday et al., 1982). According to Mowday et al. (1982) the internal consistency reliability was

established by firstly calculating the coefficient alpha which ranged from 0.82 to 0.93 and an item analysis revealed average correlations between 0.36 and 0.72 with a 0.64 median correlation. Furthermore, this item analysis revealed that each item held a positive correlation of between 0.36 and 0.72 with the total Organisational Commitment Questionnaire score. Thirdly, a factor analyses confirmed that "the items are measuring a single common characteristic" (Mowday et al., 1982, p. 223).

In the same study, test-retest reliability was established over a two to four month period. Acceptable levels of test-retest reliabilities were revealed and ranged from 0.53 to 0.75 (Mowday et al., 1982). The Organisational Commitment Questionnaire has shown to be a reliable measurement instrument (Brooke, Russell & Price, & Matthieu & Farr, 1988 & 1991, as cited in Arnolds et al., 2013).
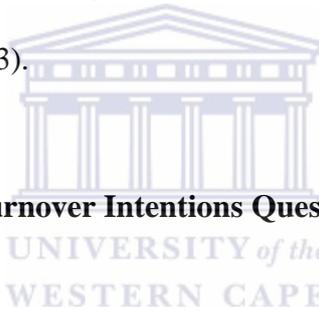
3.5.4.2 Reliability of the Turnover Intentions Questionnaire

The Turnover Intentions Questionnaire according to two studies conducted by Jacobs (2005), Martin (2007) and Du Plooy and Roodt (2010), was found to have a reliability coefficient of 0.914 and 0.895 respectively. Jacobs (2005, as cited in Bothma & Roodt, 2013) established a Cronbach Alpha coefficient of 0.91 for turnover intention scale. In a study conducted by Sadien (2010), the reliability of the Intention to Quit Questionnaire was found to be a Cronbach Alpha of 0.77 (Appolis, 2010). Furthermore Jacobs and Roodt (2011, as cited in Oliver, 2011) obtained a Cronbach Alpha coefficient of 0.839 utilising factor analysis, thus demonstrating acceptable reliablity.

3.5.5   Rationale for the Inclusion of the Questionnaires

The three questionnaires have been selected for inclusion as it provides invaluable data for the researcher to draw conclusions from. As stated previously the Biographical Questionnaire provided fundamental information such as gender, race, age, marital status and qualification levels which aid segmentation of the data.

The Organisational Commitment Questionnaire has been proven to be a reliable and valid measurement tool of organisational commitment. Brooke, Russell and Price, and Matthieu and Farr (1988 & 1991, as cited in Arnolds et al., (2013) affirm that the reliability and validity of the Organisational Commitment Questionnaire has been demonstrated.

Similarly the Turnover Intentions Questionnaire has been demonstrated as a valid and reliable instrument. In a study by Jacobs and Roodt (2008), a Cronbach Alpha of 0.913 was achieved indicating its reliability. Jacobs, and Martin and Roodt (2005 & 2007, as cited in Du Plooy & Roodt, 2010) proved that the questionnaire was both reliable and valid. The current study also aimed to establish levels of reliability and validity of the questionnaires.

3.6   Data Analysis Technique

### 3.6.1   Pearson Correlation Coefficient

The Pearson Correlation coefficient, a quantitative data analysis technique was used in the current study to demonstrate the relationship between the selected variables.

A Pearson correlation matrix according to Sekaran (2001) can provide the direction, strength and significance of the relationship between any two variables in the study. The coefficient

correlation is computed when the relationship between two variables need to be determined (Wolfaardt & Roodt, 2008). It follows that in theory there could be a perfect positive relationship or a perfect negative relationship. These positive and negative relationships can therefore range between +1.0 and -1.0. Sekaran (2001) however states that it is unlikely for such perfect relationships to be found in reality.

The coefficient of correlation is expressed as *r*. A coefficient (r) of +1.0 is indicative of a perfect direct relationship and a coefficient of (r) of -1.0 indicates a perfect inverse relationship. However a coefficient (r) of 0 would indicate a weak relationship while the significance of the correlation, that is whether there is high probability of a correlation, is represented by *p* (Welman & Kruger, 2000).

3.6.2 Analysis of Variance (ANOVA)
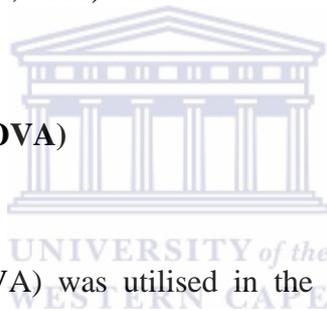
The Analysis of Variance (ANOVA) was utilised in the present study to determine the whether differences existed in organisational commitment and turnover intentions levels based on age and tenure.

ANOVA assists in establishing the significant mean differences between more than two groups on interval or ratio scaled dependent variables (Sekaran (2001). According to Willemse (1999, p. 173) the ANOVA technique "tests the hypothesis that more than two samples have the same means".

Aron and Aron (1999, as cited in Lodewyk, 2011) echo this view and add that ANOVA is used to test the hypothesis when there is more one group. This study utilised the ANOVA technique to establish whether statistically significant differences existed in organisational commitment and turnover intentions.

3.7   Ethical Issues

The researcher first and foremost sought the permission of the UWC Higher Degrees Committee, Faculty Research Committee and Senate Research Committee before conducting the research.

The researcher thereafter obtained permission from the organisation's Human Resources Manager as well as the respective Cashiering, Slots and Tables Managers prior to conducting the research. The questionnaires were preceded by a cover letter providing respondents with a brief background to the study.

Respondents were assured that completion of the questionnaires and participation was completely voluntary. Where respondents elected to participate, their responses were held confidential and anonymous. In the event respondents declined to participate, they were also reassured that their decision to not participate would in no way affect their employment and there would be no victimisation.

Lastly, the results and findings were reported in an objective manner presenting only facts garnered from the data.

3.8   Summary of the Chapter

The chapter honed in on the research methodology, approach and designed followed in the research study. It also discussed the population and usage thereof in terms of determining the sample to be utilised. The sample procedure of non-probability sampling was discussed and the advantages and disadvantages of convenience sampling.

The psychometric properties of the respective measuring instruments, Organisational Commitment Questionnaire and Turnover Intentions Questionnaire were delineated as well as the rationale for the inclusion of same. These questionnaires along with Biographical Questionnaire endeavoured to provide responses to the research objectives and research hypotheses.
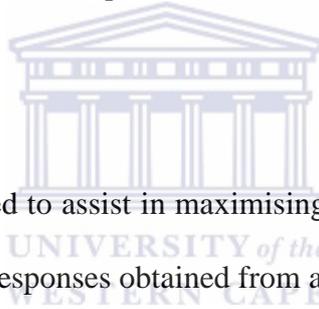
The questionnaires were paper-based to assist in maximising the response rate. The response rate achieved was 37.6% with 144 responses obtained from a possible 383.

Finally the primary data analysis technique, namely Pearson Correlation Analysis and ANOVA were discussed providing an understanding of how to view the results once obtained. A brief outline of the ethical issues faced was offered and the steps followed to overcome these challenges. The chapter which follows brings focus to the results obtained from the research conducted.

Chapter 4

Reporting of Results

4.1   Introduction

The results obtained from the study are delineated in this chapter with a view to expounding upon same. The demographic information, reflected as the descriptive statistics, are presented and followed by a discussion of the inferential statistics. This discussion includes commentary regarding the reliability of the Organisational Commitment Questionnaire and Turnover Intentions Questionnaire.

Subsequently, the eight respective hypotheses are presented and discussed providing a view regarding its acceptance or rejection in the present study. The relevant statistical information used to draw such inferences is provided along with an interpretation of the results obtained.

The chapter concludes with a summary of the work presented and closing thoughts around the results obtained.

4.2   Discussion of Descriptive Statistics

The statistics obtained from the biographical questionnaire are presented hereafter inclusive of the graphical representations. The related frequencies and percentages will also be discussed as per the findings of the study.

4.2.1   Gender

The frequency distribution of the respondents' gender is represented in Figure 4.1 below.

Figure 4.1: Gender frequencies of respondents
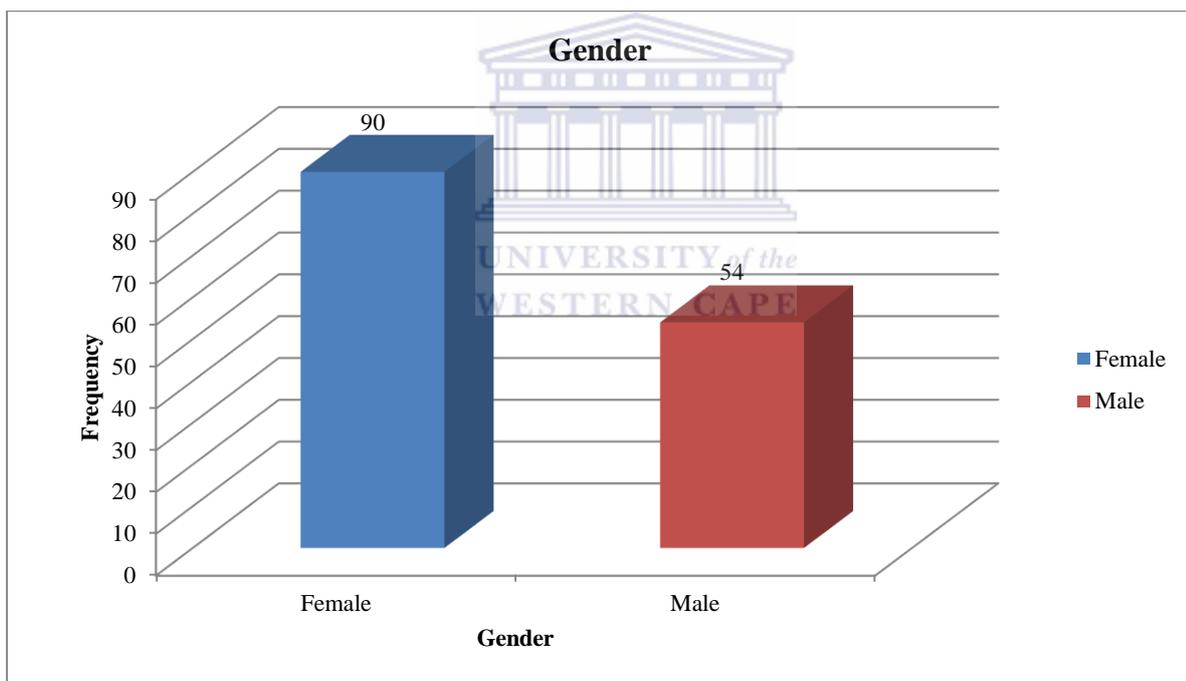
All the respondents in question clearly indicated their gender as either female or male. The results indicate that 62.5% of respondents were female (n = 90) while 37.5% were male (n = 54). On the balance though, the population of the organisation in question has a fairly even distribution in terms of gender than what the results suggest. The main reason for the inequitable distribution of gender may be attributed to the sampling method employed in the

study. Consequently the sample may be deemed insufficiently representative of the population in the study.

4.2.2   Race

Figure 4.2 contains the racial classification of the sample.

Figure 4.2: Race frequencies of respondents
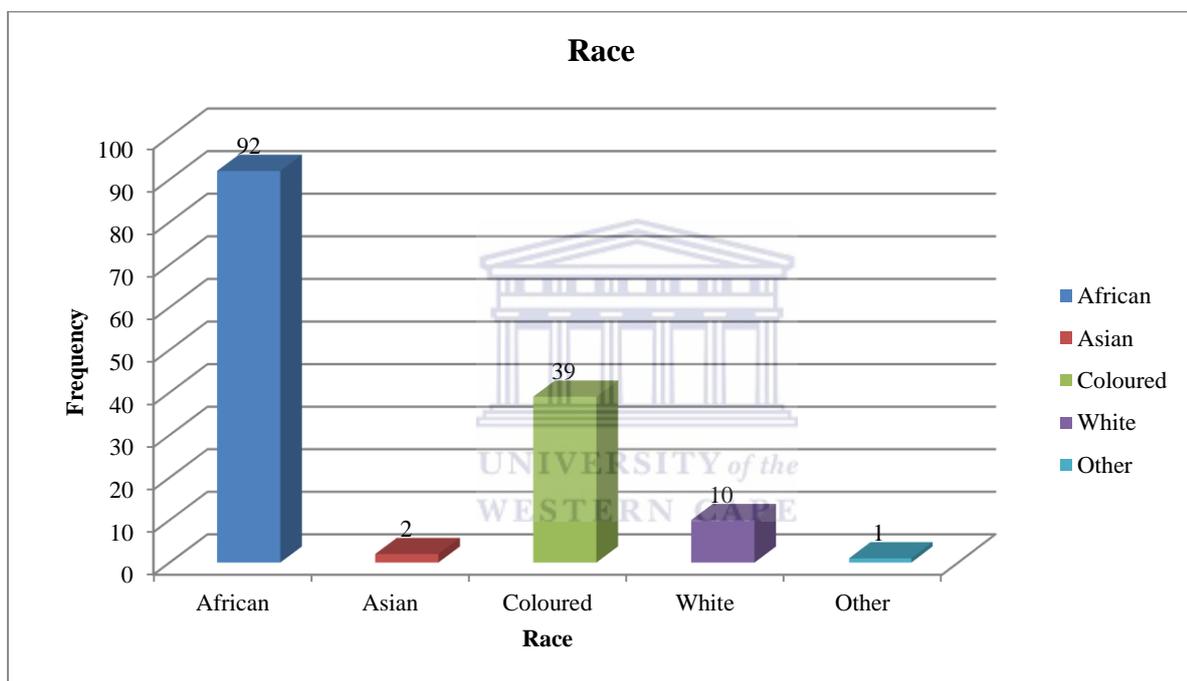
Figure 4.2 indicates that the majority of the sample respondents (63.9%) were African (n = 92) and 27.1% were Coloured (n = 39). Only 6.9% of the respondents were White (n = 10) with two respondents (n = 2) indicating their race as Asian (1.4%). No more than one respondent (n = 1) indicated his or her race as Other (0.7%) but did not further classify said race. Thus it can be established that all respondents made a selection from the options provided.

The racial distribution of the sample appears to be more indicative of the national demographical distribution rather than demographics within the Western Cape region. It may also be representative of the Employment Equity plans and targets the organisation has been following.

4.2.3 Age

The age distribution of the respondents is illustrated in Figure 4.3 and also specifies the frequencies.

Figure 4.3: Age frequencies of respondents
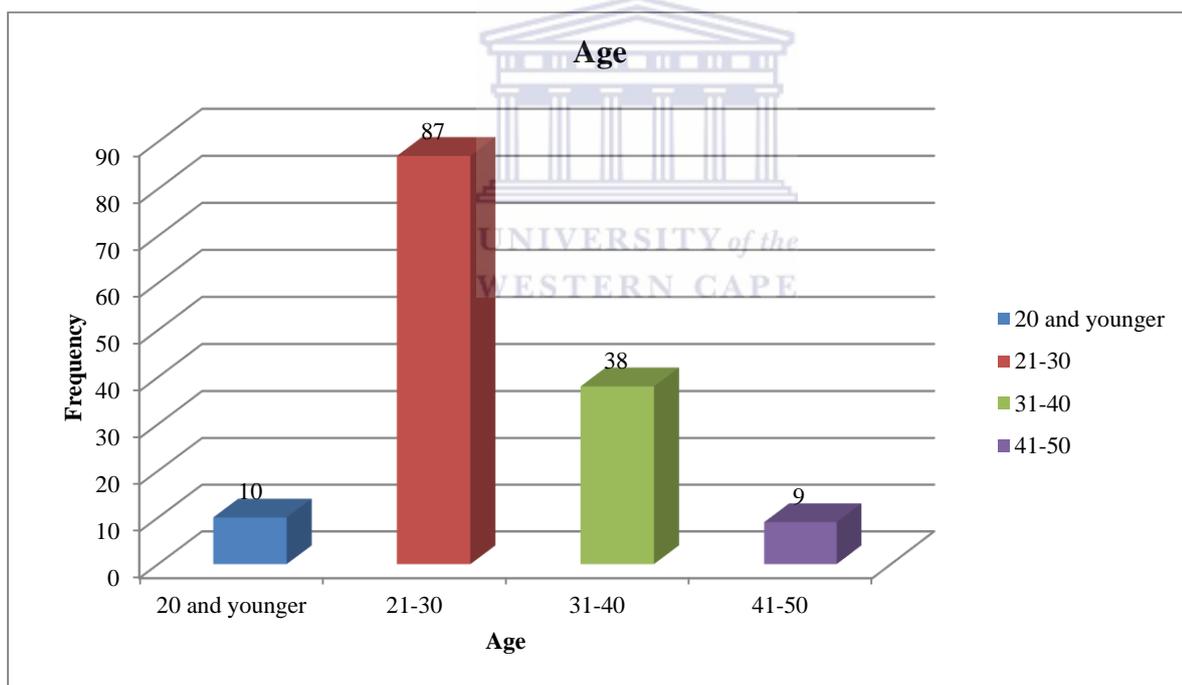
The ages of the sample ranges from 20 and younger to $41 - 50$ years of age. The majority of respondents (n = 87) were in the age group $21 - 30$ constituting 60.4% of the sample. Thirty eight respondents (n = 38) were aged between $31 - 40$ (26.4%). The results point out that ten respondents (n = 10) were in the 20 and younger age group with nine respondents (n = 9) in the $41 - 50$ category.

The results reveal that there were no respondents (n = 0) in the $51 - 60$ group as well as the 61 and older age group. The results also reveal that a large portion of the sample was aged between 21 and 40 years old. This is evidenced in the fact that 60.4% (n = 87) respondents are included within the $21 - 30$ age group while 38 respondents (n = 38) were in the $31 - 40$ group (26.4%). It may be attributed to the nature of the hospitality industry's business model which generally runs on a 24 hour operation.

It may be asserted that younger employees (aged $21 - 30$) generally tend to have less family related responsibilities and hence such individuals are more open to working in shift based operations. It may also be due to the current economic and employment climate in the Western Cape region and older individuals (aged between 41 and 50) are more likely to remain with organisations which provide job security. With up to 86.8% of respondents clustered between the ages of 21 and 40, it may be concluded that the other age groups are underrepresented which could affect the generalizability of the findings.
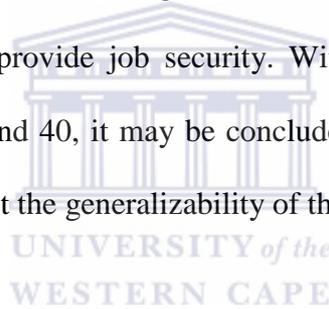
4.2.4 Marital Status

Figure 4.4 provides an illustration of the frequencies of the sample's marital status.
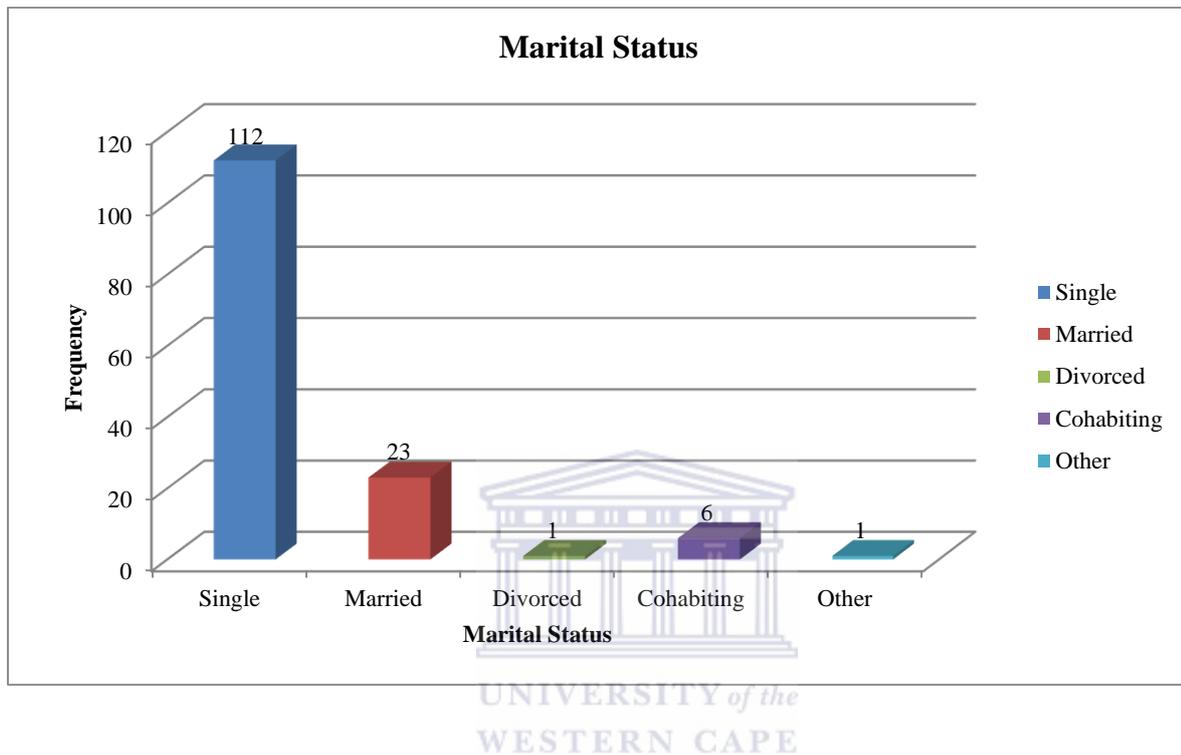
The sample under review highlighted that 112 respondents (n = 112) are single employees which made up more than 50% of the sample at 77.8%. Married respondents comprised 16.0% of the sample with 23 respondents (n = 23) indicating they were married. One respondent (n = 1) was divorced (0.7%), while another respondent (n = 1) indicated his or her marital status as other but did not elaborate further (0.7%). Of the respondents, six respondents (n = 6) indicated they were Cohabiting (4.2%). One respondent (n = 1) however did not answer this question (0.7%).

The results although not representative of the sixth marital status employee category namely widowed, it suggests that single employees may have a preference for the hospitality environment due to being more amenable to a shift based environment. Married employees and cohabiting employees made up 16.0% and 4.2% of the sample respectively and this may

be ascribed to the perceived job security provided especially where married individuals and individuals with partners are likely to have family responsibilities.

4.2.5   Qualifications

The qualifications of respondents are depicted in Figure 4.5 below.
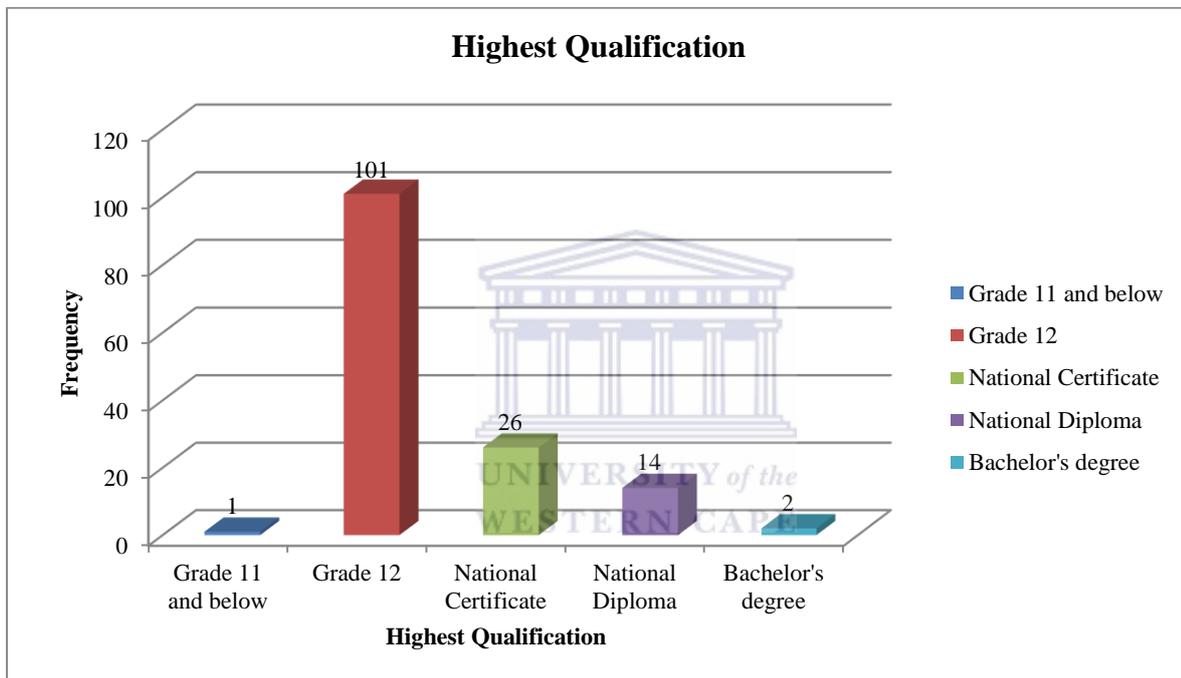
Just over 70% of respondents, at 70.1%, have Grade 12 as the highest qualification (n = 101) and 26 respondents (n = 26) had indicated that they are in possession of a National Certificate (18.1%). Fourteen respondents (n = 14) indicated that their highest qualification is that of a National Diploma (9.7%) while two respondents (n = 2) selected Bachelor's Degree as a highest qualification (1.4%).

A single respondent (n = 1) indicated Grade 11 and below as a highest qualification (0.7%) which is contra to the entry level requirement of Grade 12 or equivalent for Cashiers, Guest

Service Attendants and Dealers in the organisation. It is therefore likely that this respondent may have incorrectly selected this option.

4.2.6 Employment Status

The employment status of the sample is revealed in Figure 4.6.
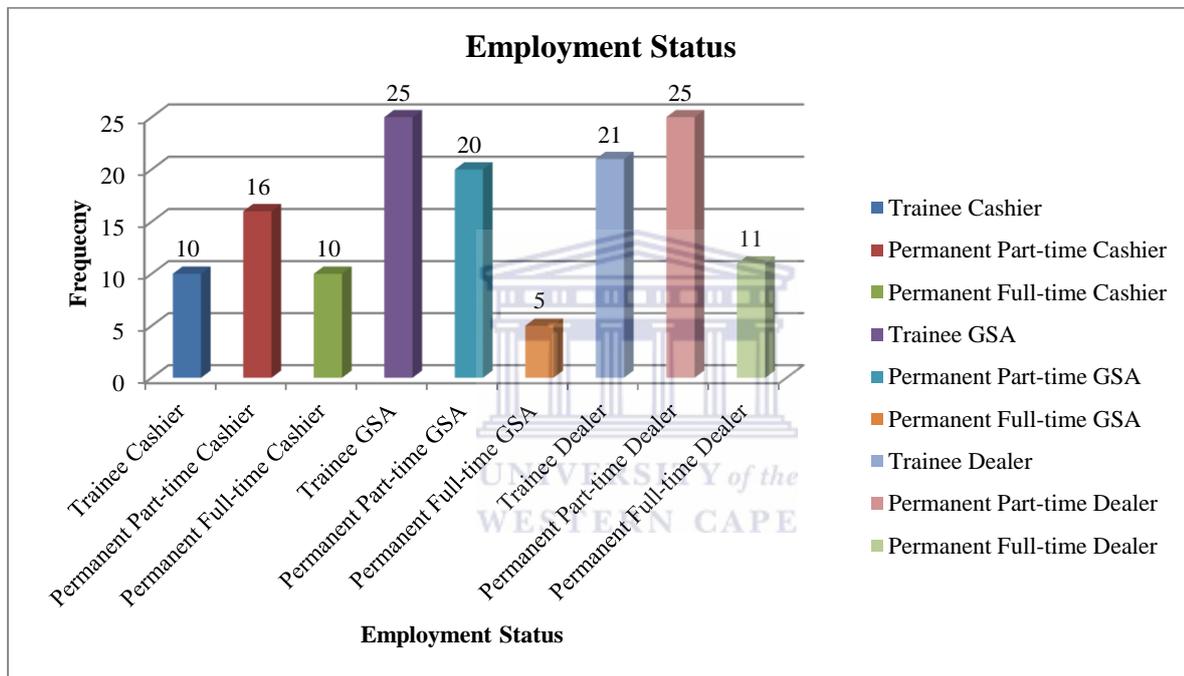
The sample revealed that ten respondents (n = 10) were employed as Trainee Cashiers which constituted 6.9% of the sample. Permanent Part-Time Cashiers and Permanent Full-Time Cashiers made up 11.1% (n = 16) and 6.9% (n = 10) respectively. In sum Cashiers totalled 24.9% (n = 36) of the sample.

Trainee Guest Service Attendants comprised a total of 17.4% (n = 25), Permanent Part-Time Guest Service Attendants 13.9% (n = 20) with Permanent Full-Time Guest Service Attendants making up 3.5% (n = 5). Thus Guest Service Attendants amounted to 34.8% (n = 50) of the 144 respondent sample.

The employment status feedback reveals a somewhat equal distribution of employees across the three positions of Cashier, Guest Service Attendant and Dealer. The Trainee Dealer contingent equated to 14.6% (n = 21). Permanent Part-Time Dealers equalled 17.4% (n = 25) and Permanent Full-Time Dealers 7.6% (n = 11). Dealers therefore comprised 39.6% of the sample (n = 57).

One respondent (n = 1) failed to respond to make a selection on this item (0.7%). However in total Trainees made up 56 of the respondents (38.9%), Permanent Part-Time employees made up 61 (42.4%) and Permanent Full-Time employees only 26 (18%).
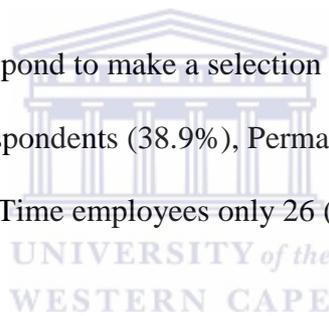
4.2.7   Work Days

Figure 4.7 below offers an illustration as to whether respondents are required to avail themselves for duty Mondays to Sundays.

Figure 4.7: Work Days frequencies of respondents
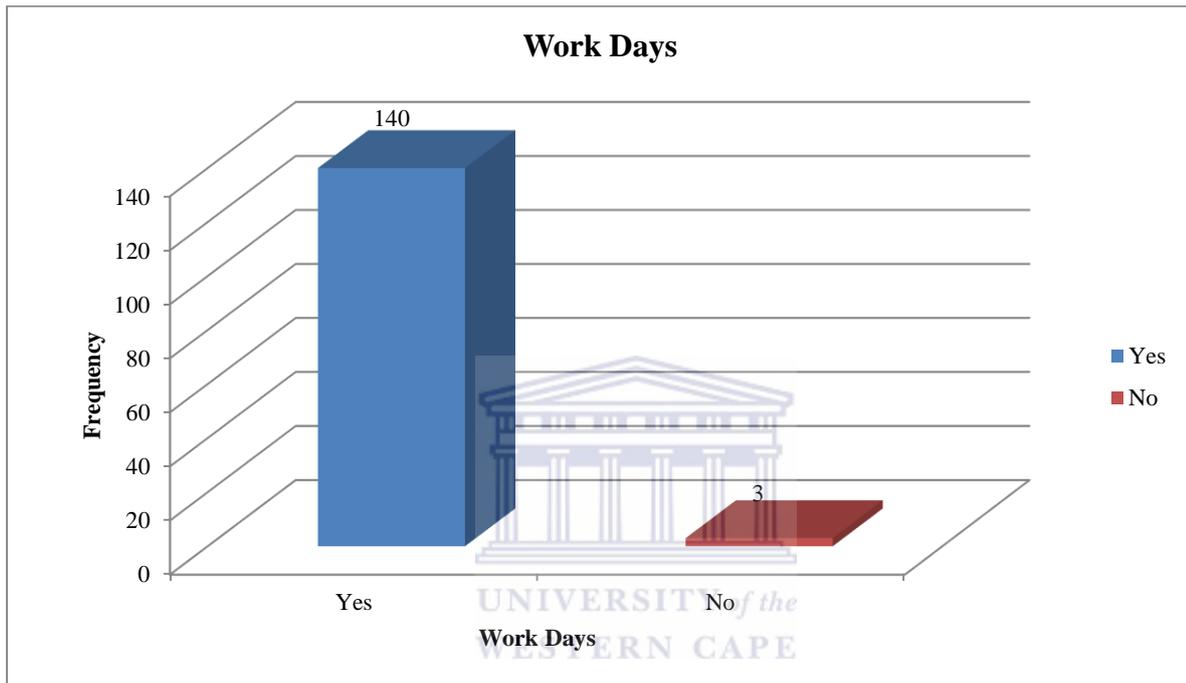
The vast majority of respondents are required to work and be available for shifts from Monday to Sunday. This is evidenced in that 140 respondents (n = 140) indicated that they need to avail themselves for shifts seven days a week. This makes up 97.2% of the sample group. The remaining 2.1% of the sample, that is three respondents (n = 3) indicated that they are not required to work seven days a week. The results can be regarded as accurate in that Cashiers, Guest Service Attendants and Dealers are required to be available for shifts seven days a week and this forms part of the employment contract at the initial employment stage. One (n = 1) respondent did not make a selection on this item.

Of the three respondents who indicated they are not required to work seven days a week, it is common that in the hospitality environment a pretext for such seven day work exclusion is quite often attributed to pending temporary or permanent disability where incapacity procedures are followed.

4.2.8   Shift Work

The shift work frequencies of the sample are revealed in Figure 4.8.
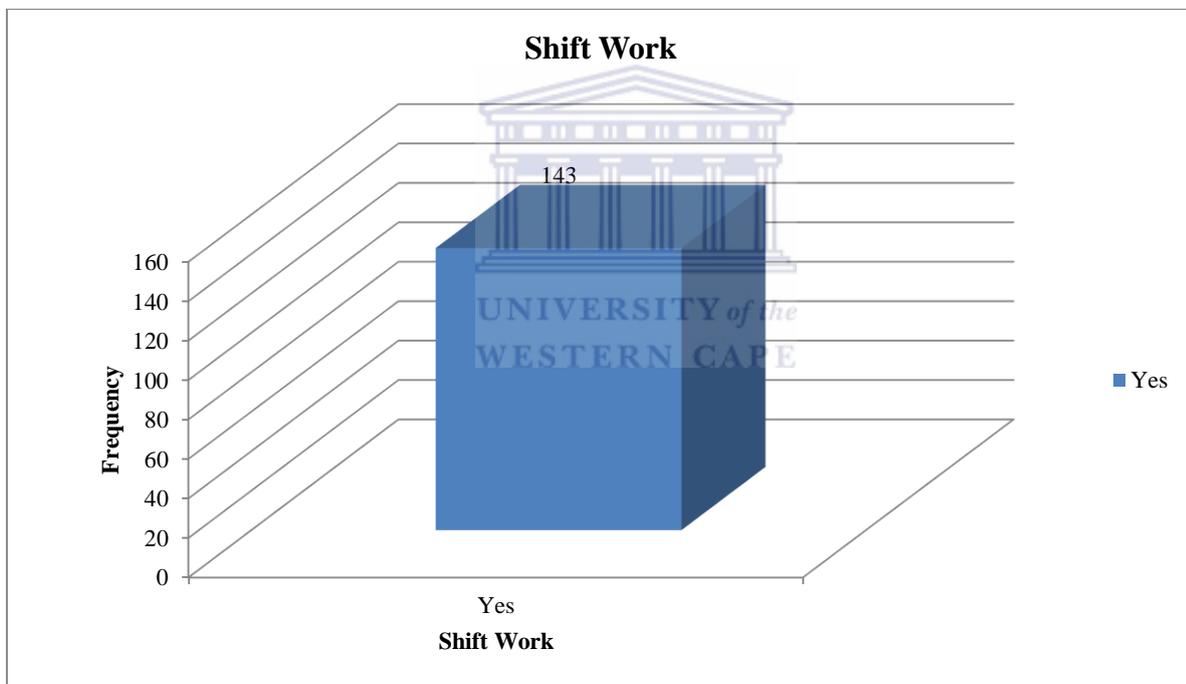
All 143 respondents (n = 143) indicated that they are required to work shifts (99.3%). Although one respondent (0.7%) indicated that he or she is not subject to shift work, the results in Table 4.8 indicate that although individuals may not need to avail themselves seven days a week, they are still subject shift work when they are at work. These shifts are likely to run between Mondays and Fridays.

Based on the results, the vast majority of respondents are required to avail themselves for duty between Monday and Sunday on a shift based roster.

4.2.9   Organisational Language

The figure below provides the frequencies of the accepted organisational language.

Figure 4.9: Accepted Organisational Language frequencies of respondents
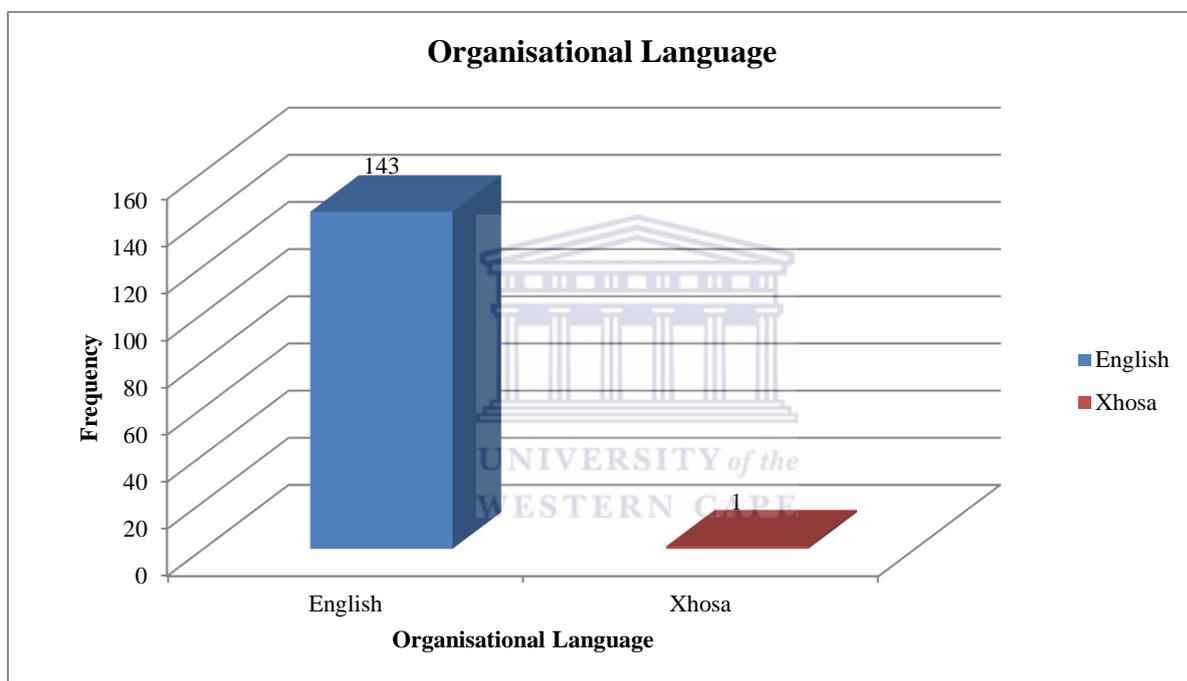
The accepted organisational language according to 143 out of 144 respondents (n = 143) is English (99.3%). One respondent (n = 1) however had a view that Xhosa is the accepted organisational language and comprised 0.7% of the sample.

This result may be due to the respondent not having understood the question or incorrectly making a selection other than English. This statement is based on the strength of the fact that the business language of hospitality organisations in the Western Cape is generally accepted to be English as the main language. The main reason for this is due to the regulation as

stipulated and set down by the provincial gambling authority, namely the Western Cape Gambling and Racing Board. An alternative reason may be as a result of the respondent's command of the English language as it may not be his or her 1st language. The responses to the question about respondents' home language bear testimony to this possibility where 84 respondents' home language is Xhosa.

4.2.10 Home Language

Figure 4.10 highlights the respondents' preferred home language frequencies.

Figure 4.10: Preferred Home Language frequencies of respondents
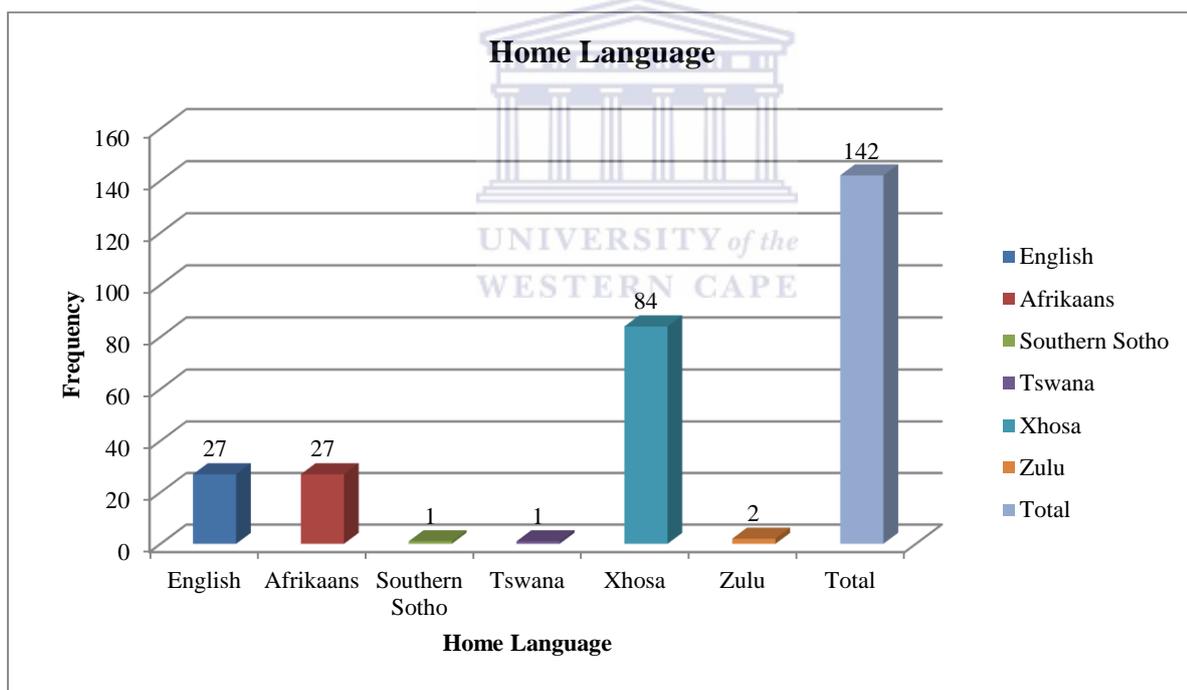
According to Figure 4.10, English (n = 27) and Afrikaans (n = 27) are respondents' preferred home language at 18.8% respectively. Xhosa was the preferred home language of 84 respondents (n = 84) at 58.3% while Zulu was the home language for two respondents (n = 2) at 1.4%.

Southern Sotho (n = 1) and Tswana (n = 1) was the preferred home language of two respondents respectively at 0.7%. Two respondents (n = 2) however did not provide a response to this item (1.4%).

The results tend to support the demographical constitution of the sample group where the preferred language spoken (Xhosa) may be associated with the majority of the respondents' racial background (African). The African contingent of the sample was reported to be 92 respondents (63.9%). It would however be interesting to establish to what extent English is a 2nd language for respondents who have Afrikaans and Xhosa as preferred home languages.

4.2.11 Years of Service (Tenure)
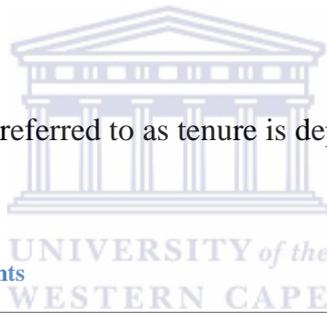
Respondents' years of service, also referred to as tenure is depicted in Figure 4.11 below.

Figure 4.11: Tenure frequencies of respondents
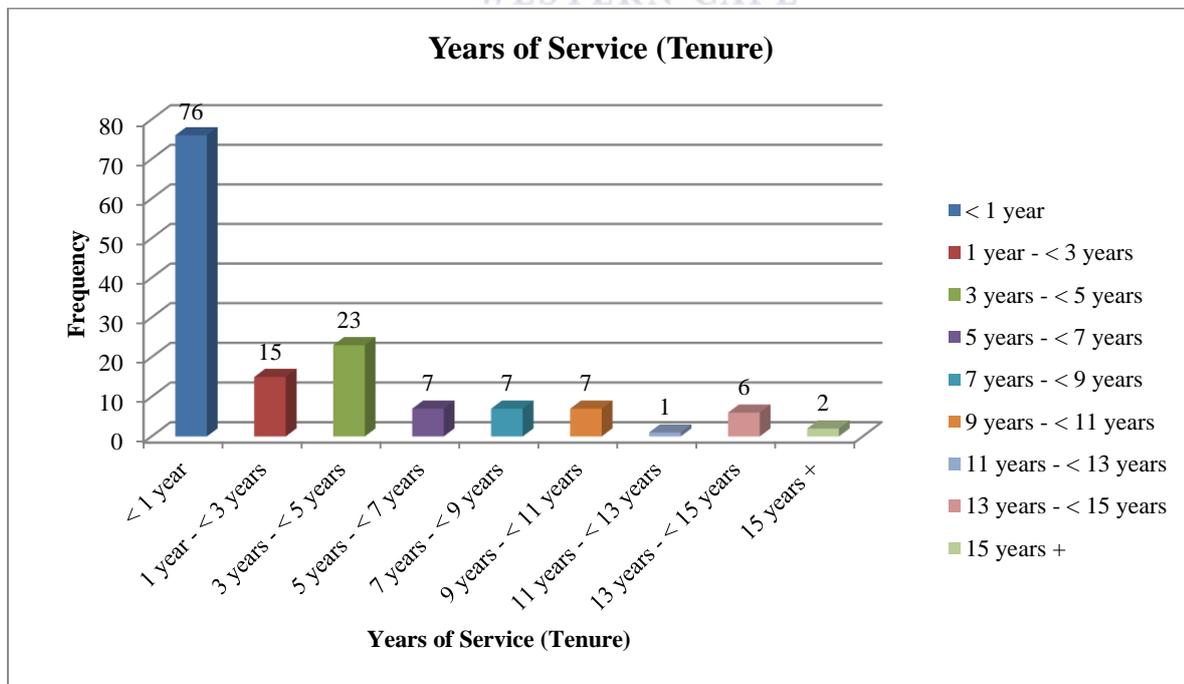
The majority of respondents, totalling 76 (n = 76) were employed for less than 1 year by the organisation (52.8%). Fifteen respondents had been employed for 1 year to less than 3 years (n = 15) and 23 respondents employed for 3 years to less than 5 years (n = 23) amounting to 10.4% and 16.0% respectively of the sample.

There were seven respondents (n = 7) who had tenure of 5 years to less than 7 years (4.9%) with another seven respondents (n = 7) with tenure of 7 years to less than 9 years (4.9%). Similarly the 9 years to less than 11 years category also comprised of seven respondents (n = 7) therein (4.9%).

Only one respondent (n = 1) had been employed for 11 years to less than 13 years (0.7%) while six respondents (n = 6) had been employed by the organisation for 13 years but less than 15 years (4.2%). Two respondents had more than 15 years of service with the organisation (1.4%).
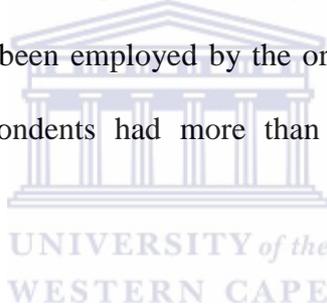
The results indicate that the majority of respondents (n = 114) are employed by the organisation for less than 5 years (79.2%). The number of respondents (n = 30), whose tenure is 5 years or greater is concomitantly less (21%). This may be due to affective commitment alternatively it may be as a result of these individuals' continuance and/or normative commitment levels. The organisation it appears is likely to experience high turnover levels with individuals who are employed for less than 5 years. The likelihood of these individuals being open to alternative employment opportunities is great as they are likely to be single and between 21 and 40 years of age.

4.2.12 Financial Dependants

Figure 4.12 hereafter provides an illustration of the frequencies of respondents' financial dependants.
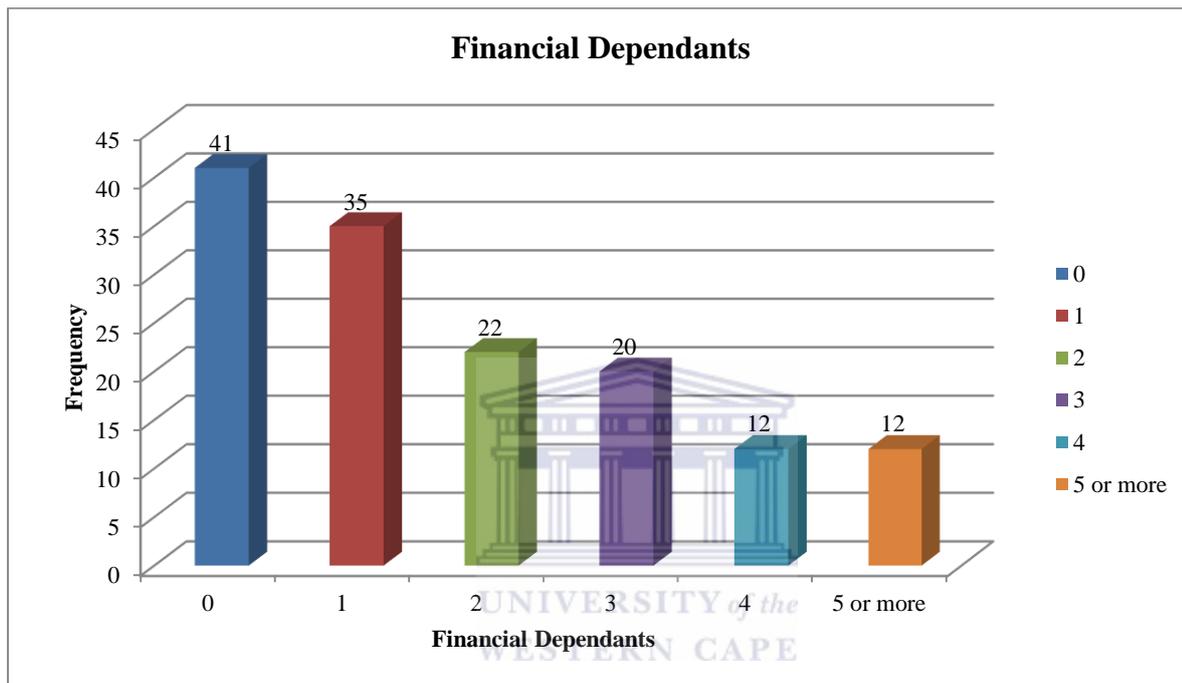
It is important to note that although some employees may not be married nor have children; they may still have financial dependants such as an elderly parent or infirmed relative. The statistics indicate that 70.1% of the sample had dependants (n = 101) whereas 41 respondents (n = 41) had no dependants (28.5%). More specifically 35 respondents (n = 35) had 1 dependant (24.3%) and another 22 respondents (n = 22) had 2 dependants (15.3%). Additionally, 20 respondents (n = 20) indicated they had 3 financial dependants at 13.9% with 12 respondents (n = 12) who pointed out they had 4 dependants (8.3%).

Twelve respondents (n = 12) though had more than 5 dependants (8.3%). Two respondents (n = 2) did not provide a response to this item (1.4%).

According to literature, it is likely that the 101 respondents with financial dependants have developed continuance commitment towards the organisation. This is may be due to the associated costs of finding alternative and secure employment opportunities being offset with needing to provide for families and households. It therefore stands to reason that the employees who may be more likely to leave the organisation are those 41 individuals who have no financial dependants and thereby are unlikely to have continuance commitment due to family responsibility factors. Their affective commitment levels are possibly more easily affected than most.

4.2.13 Recency of Restructure

Figure 4.13 provides an overview of respondents' views on how recently the organisation underwent restructuring.

Figure 4.13: Recency of restructure according to respondents
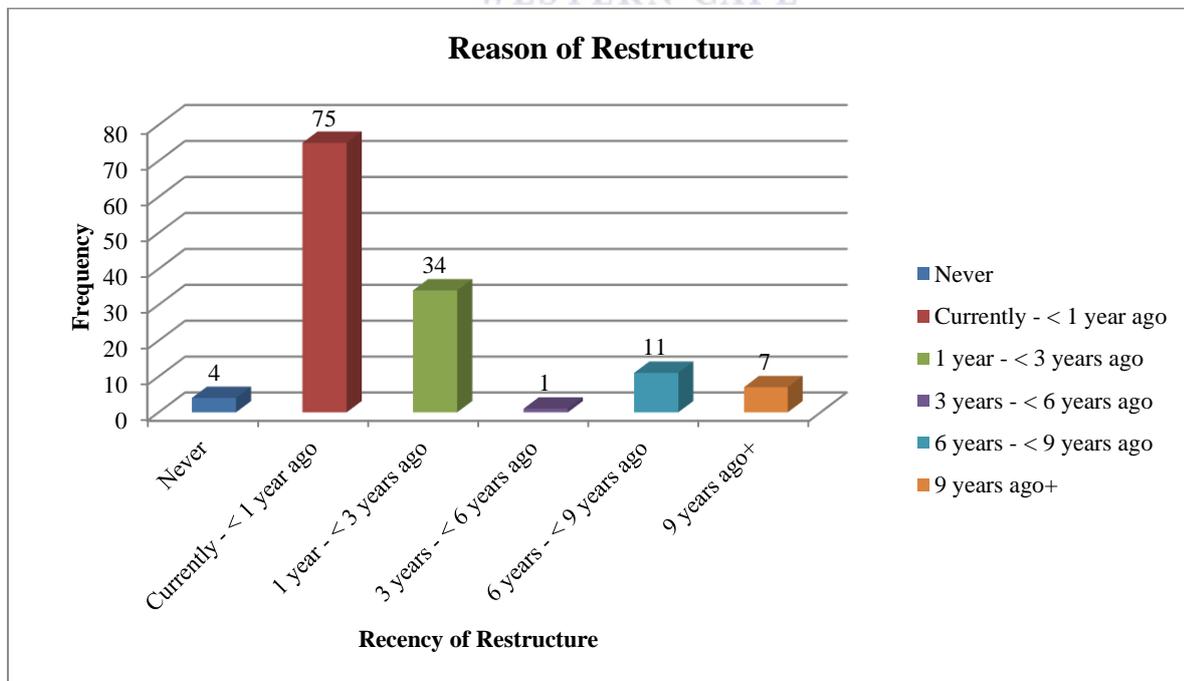
In the opinion of four respondents (n = 4), the organisation had not undergone a process of restructuring (2.8%). Seventy five respondents (n = 75) felt that the organisation underwent restructuring less than 1 year ago (52.1%) while 34 respondents (n = 34) felt the organisation endured a restructure 1 year to less than 3 years ago at the time of responding (23.6%).

In the 3 years to less than 6 years ago category one respondent (n = 1) experienced a restructure at the organisation (0.7%) with 11 respondents (n = 11) stating they had undergone restructuring at the organisation 6 years to less than 9 years ago (7.6%).

Seven respondents (n = 7) opined that the organisation underwent a restructure more than 9 years ago (4.9%). However 12 respondents (n = 12) did not respond to this item which equated to 8.3%.
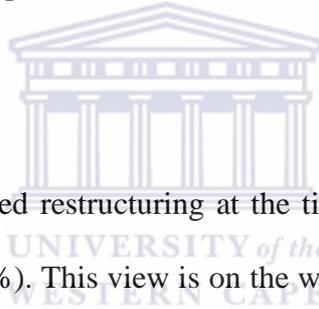
In sum, 109 respondents experienced restructuring at the time to less than 3 years prior of completing the questionnaire (75.7%). This view is on the whole accurate as the organisation underwent a restructuring process in 2014 of which the consequences were being experienced into the following year 2015.

The four respondents, who indicated they had never experienced a process of restructuring at the organisation, as well the 12 respondents who did not respond to this item, are likely to have been fairly new to the organisation. The remaining 19 respondents felt they had been impacted by a process of restructuring at the organisation 3 years ago or more. While this was not the specific focus of the current study, it is possible that individuals may have been experienced some form of restructuring at the organisation in that time.

4.2.14 Reason for Restructure

The reason for the organisation's restructure is depicted in Figure 4.14 respectively in line with the views expressed by the sample.

Figure 4.14: Reason for restructure according to respondents
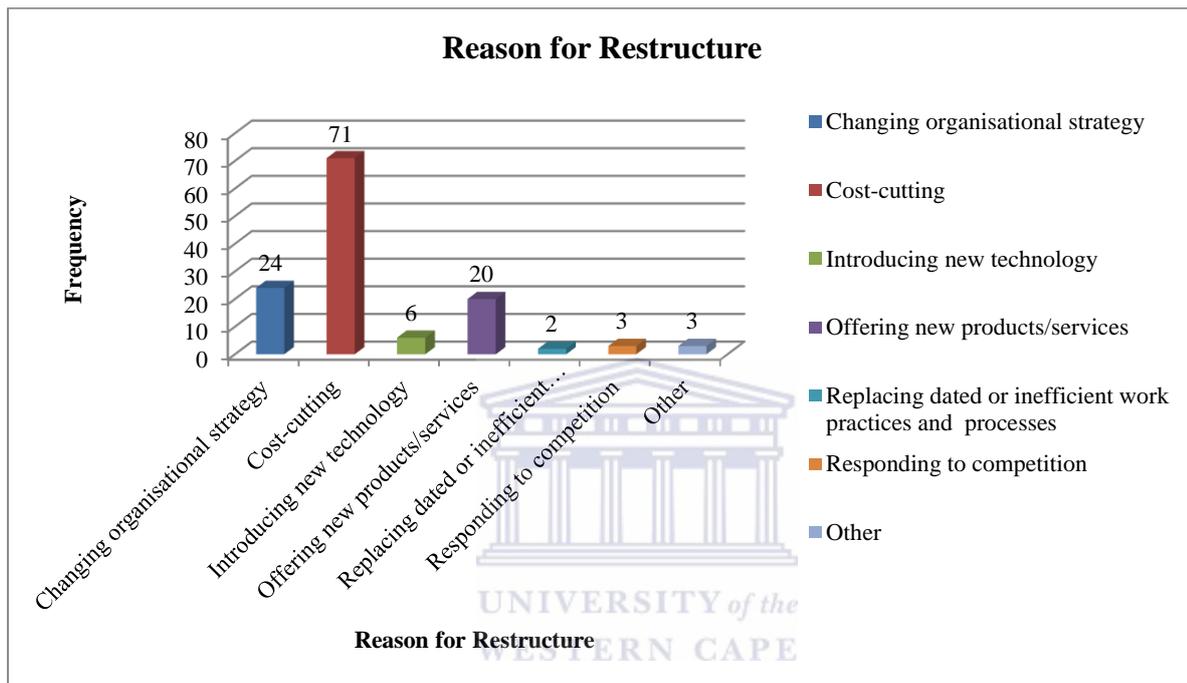
Of the 129 respondents who answered this item, 24 (n = 24) felt that the reason for the restructure was due to a change in organisational strategy (16.7%). A further 71 respondents (n = 71) viewed cost-cutting as the primary driver for the restructure (49.3%). Six respondents (n = 6) however considered the introduction of new technology to be the main reason for the restructure (4.2%) with 20 respondents (n = 20) stating the reason was as a result of a new product/service offering (13.9%).

Only two participants (n = 2) in the sample felt the reason for the restructure was to replace dated or inefficient work practices and processes. This group stood at 1.4% of the sample. Three respondents (n = 3) stated that the restructure was as a response to competition (2.1%).

Another three respondents (n = 3) indicated other as the reason for the restructure but did not elaborate any further (2.1%). A total of 15 participants (n = 15) did not provide a selection to this item (10.4%).

Based on the results, it can be asserted that the perception of the main reasons for the restructure was due to a change in organisational strategy (16.7%), cost-cutting measures (49.3%) and the offering of new products and services by the organisation (13.9%). The actual reason for the restructuring process was hinged around cost-cutting to improve efficiencies.

4.3   Discussion of Inferential Statistics

4.3.1   Reliability of Organisational Commitment Questionnaire

Table 4.1 indicates that the reliability of the Organisational Commitment Questionnaire is reported as 0.903.

Table 4.1: Reliability statistics of Organisational Commitment Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.903	15

In this instance Cronbach's coefficient Alpha of 0.903 is considered to be strong. The work conducted by Mowday et al. (1982) found an internal consistency reliability item analysis which revealed correlations between 0.36 and 0.72. In this research the coefficient of 0.903 was greater than the reliability coefficient reported by Mowday et al. (1982).

4.3.2 Reliability of Turnover Intentions Questionnaire

Table 4.2 indicates that the reliability coefficient of the Turnover Intentions Questionnaire is 0.853.

Table 4.2: Reliability statistics of Turnover Intentions Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.853	14

Nunnally and Bernstein (1994, as cited in Simons & Buitendach, 2013) postulate that an acceptable level of internal consistency is a Cronbach Alpha of at least 0.70. This finding is demonstrated by Jacobs, and Martin and Roodt (2005 & 2007, as cited in Du Plooy & Roodt, 2010), who established reliability coefficients of 0.913 and 0.895 respectively.

Thus, the Cronbach Alpha reliability coefficient of 0.853 is significant and indicative of the internal consistency and stability of the Turnover Intentions Questionnaire.

4.3.3   Hypothesis 1

- There is a significant relationship between organisational commitment and turnover intentions in a hospitality environment.

Table 4.3 indicates a significant moderate, inverse relationship between organisational commitment and turnover intentions (r = -0.571, p < 0.01). The results thus indicate that as organisational commitment decreases, employees' turnover intentions increases and vice versa. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.3: Correlation between organisational commitment and turnover intentions

Correlations

		Organisational Commitment Total	Turnover Intentions Total
Organisational Commitment Total	Pearson Correlation	1	-.571[**]
	Sig. (2-tailed)		.000
	N	144	144
Turnover Intentions Total	Pearson Correlation	-.571[**]	1
	Sig. (2-tailed)	.000	
	N	144	144

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

4.3.4   Hypothesis 2

- There is a significant difference in organisational commitment among employees in a hospitality environment based on age.

In Table 4.4 the results indicate statistically significant differences exist in organisational commitment based on age (p = 0.008). The results therefore reflect that organisational commitment levels are likely to be different among employees depending on their age. The Biographical Information Questionnaire allowed for a selection of among six age groups. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.4: Difference in organisational commitment based on age

ANOVA

Organisational Commitment Total

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3798.000	3	1266.000	4.104	.008
Within Groups	43184.000	140	308.457		
Total	46982.000	143			

4.3.5   Hypothesis 3

- There is a significant difference in organisational commitment among employees in a hospitality environment based on tenure.

In Table 4.5 the differences in organisational commitment based on employees' tenure can be described as statistically significant (p = 0.000). It may be deduced that employees experience varying levels of organisational commitment depending on their length of service with the organisation. The length of service among the 144 respondents ranges from less than

1 year to more than 15 years. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.5: Difference in organisational commitment based on years of service (tenure)

ANOVA

Organisational Commitment Total

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	14448.500	8	1806.063	7.494	.000
Within Groups	32533.500	135	240.989		
Total	46982.000	143			

4.3.6 Hypothesis 4

- There is a significant relationship between affective commitment and turnover intentions in a hospitality environment.

Table 4.6 indicates a significant moderate, inverted relationship between affective commitment and turnover intentions (r = -0.518, p < 0.01). The results indicate that as affective commitment increases, employees' turnover intentions decreases. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.6: Correlation between affective commitment and turnover intentions

Correlations

		Turnover Intentions Total	Affective Commitment
Turnover Intentions Total	Pearson Correlation	1	-.518[**]
	Sig. (2-tailed)		.000
	N	144	144
Affective Commitment	Pearson Correlation	-.518[**]	1
	Sig. (2-tailed)	.000	
	N	144	144

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

4.3.7 Hypothesis 5

- There is a significant relationship between continuance commitment and turnover intentions in a hospitality environment.

Table 4.7 indicates a significant moderate, inverse relationship between continuance commitment and turnover intentions (r = -0.489, p < 0.01). The results indicate that as continuance commitment increases, employees' turnover intentions decreases. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.7: Correlation between continuance commitment and turnover intentions

Correlations

		Turnover Intentions Total	Continuance Commitment
Turnover Intentions Total	Pearson Correlation	1	-.489[**]
	Sig. (2-tailed)		.000
	N	144	144
Continuance Commitment	Pearson Correlation	-.489[**]	1
	Sig. (2-tailed)	.000	
	N	144	144

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

4.3.8 Hypothesis 6

- There is a significant relationship between normative commitment and turnover intentions in a hospitality environment.

Table 4.8 indicates a significant moderate, inverse relationship between normative commitment and turnover intentions (r = -0.533, p < 0.01). The results indicate that as normative commitment increases, employees' turnover intentions decreases. The inverse

would therefore also be true. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.8: Correlation between normative commitment and turnover intentions

Correlations

		Turnover Intentions Total	Normative Commitment
Turnover Intentions Total	Pearson Correlation	1	-.533[**]
	Sig. (2-tailed)		.000
	N	144	144
Normative Commitment	Pearson Correlation	-.533[**]	1
	Sig. (2-tailed)	.000	
	N	144	144

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

4.3.9 Hypothesis 7

- There is a significant difference in turnover intentions among employees in a hospitality environment based on age.

Table 4.9 indicates statistically significant differences in employees' turnover intentions according to their age (p = 0.031). Respondents were provided with an opportunity to select one of six age groups as part of the Biographical Information Questionnaire. The results indicate that employees' turnover intentions is likely to vary based on their age which in this study ranged between 20 and younger and up to 50 years of age. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.9: Difference in turnover intentions based on age

ANOVA

Turnover Intentions Total

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2754.161	3	918.054	3.049	.031
Within Groups	42152.776	140	301.091		
Total	44906.937	143			

4.3.10 Hypothesis 8

- There is a significant difference in turnover intentions among employees in a hospitality environment based on tenure.

Table 4.10 provides the results for the differences in turnover intentions using employees' tenure as a basis for comparison (p = 0.000). Consequently, the conclusion derived at is employees indeed have differences in their turnover intentions based on their years of services within the organisation. This could mean that newer employees may have a greater likelihood of leaving if their affective and normative commitment levels are low. Conversely, employees with longer tenure may be a turnover risk if they are mostly committed at a continuance level of commitment. Therefore the **hypothesis is accepted** i.e. the null hypothesis is rejected.

Table 4.10: Difference in turnover intentions based on years of service (tenure)

ANOVA

Turnover Intentions Total

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12776.117	8	1597.015	6.710	.000
Within Groups	32130.821	135	238.006		
Total	44906.938	143			

4.4 Summary of the Chapter

This chapter has presented the key findings based on the results of the descriptive statistics as well as inferential statistics. The reliability of the Organisational Commitment Questionnaire and Turnover Intentions Questionnaire was also established as strong. Consequently the researcher was in a position to identify both statistically significant relationships and differences among the variables under review.

The chapter which follows includes a discussion of the findings and draws comparisons to other similar research conducted previously.

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Chapter 5

Discussion, Recommendations and Conclusions

5.1   Introduction

This chapter aims to discuss the salient findings discovered in this study. It makes reference to similar and relevant research studies from various environments to validate these findings. Furthermore the demographic information of the sample and eight respective hypotheses are discussed in more detail in relation to the relevant variables. In particular the variables focused on are organisational commitment, turnover intentions and restructuring. Additionally the age and tenure of respondents are referred to also in terms of its relevance in this study. The limitations experienced throughout are expounded upon. These inform the subsequent recommendations and implications for future research endeavours. Thereafter appropriate conclusions are derived and explicated.

5.2   Demographic Information about the Sample

The sample comprised 144 employees at an organisation within the hospitality industry in the Western Cape region. The majority of the respondents were female (n = 90 or 62.5%) and 54 males (n = 54 or 37.5%). African respondents numbered at 92 (n = 92 or 63.9%) with Coloured respondents consisting of 39 (n = 39 or 27.1%). There were ten White (n = 10 or 6.9%), two Asian (n = 2 or 1.4%) respondents and one Other (n = 1 or 0.7%) respondent. Most of the employees in the sample were in the age groups of 21 – 30 (n = 87 or 60.4%) and 31 – 40 (n = 38 or 26.4%).

One hundred and twelve employees (n = 112) were single representing 77.8% of the sample and 70.1% of employees (n = 101) had Grade 12 as their highest qualification. The split between the Employment Status of the responding employees were in sum: 24.9% from the Cashier environment (n = 36), 34.8% from the Guest Service Attendant environment (n = 50) and 39.6% from the Dealer (n = 57) environment. Trainees comprised 38.9% (n = 56) of the sample, permanent part-time employees 42.4% (n = 61) and permanent full-time employees totalled 18% (n = 26) of the sample.

Of the sample, 140 employees (n = 140 or 97.2%) worked Mondays to Sundays and 143 employees (n = 143 or 99.3%) worked shifts. The large majority of the respondents identified English (n = 143 or 99.3%) as the organisation's language. However 84 respondents (n = 84 or 58.3%) of responding employees noted Xhosa as their home language while 27 respondents indicated English (n = 27 or 18.8%) and Afrikaans (n = 27 or 18.8%) as their respective home languages.
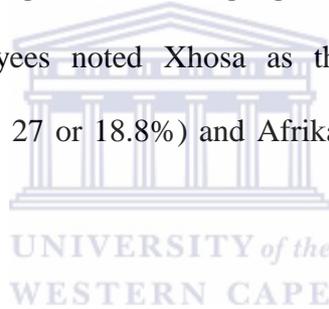
More than 50% of the sample were employed for less than 1 year at the organisation (n = 76 or 52.8) and 70.1% of respondents (n = 101) had financial dependents.

5.3   Discussion

5.3.1   The Relationship between Organisational Commitment and Turnover Intentions

- **H1**: There is a significant relationship between organisational commitment and turnover intentions in a hospitality environment.

The results indicate that a significant moderate, inverse relationship exists between organisational commitment and turnover intentions (r = -0.571, p = <0.01). That is, as organisational commitment increases, a concomitant decrease will be found in turnover intentions. It therefore stands to reason that as employees' organisational commitment decreases, their levels of turnover intentions are likely to increase. **Thus, the hypothesis is accepted**.
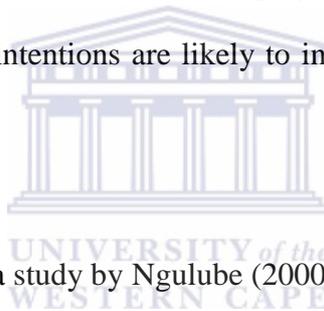
These findings are corroborated in a study by Ngulube (2000) and Morar (2006) where it was revealed that a significant negative relationship existed between organisational commitment and turnover. Porter et al. (1974, as cited in Mowday et al., 1982) reported that organisational commitment was significantly and inversely related to turnover. This longitudinal study monitored commitment in a sample of psychiatric technicians. Furthermore, it was also noted that the magnitude of the relationship between these variables in fact increased over time. Robbins, and Tett and Meyer (2001 & 1993, as cited in Davids, 2004) state that according to research commitment was found to be a superior predictor of turnover more so than other job satisfaction predictors with a variance of as much as 34 percent.

Research conducted by Mowday et al. (1982, as cited in Lodewyk, 2011) corroborated this finding and reported that where staff are committed, they are likely to exhibit reduced searching behaviours.

Despite the aforementioned, the majority of literature tends to support the view that employee turnover intention is tempered by the employees' organisational commitment levels. In a study by Miller et al. (2002, as cited in Bagraim, 2013) it was affirmed that a significant and negative relationship existed between organisational commitment and intention to emigrate. Thus higher organisational commitment levels would accordingly bring about reduced levels of intention to emigrate. Congruently, Price and Mueller (1981 & 1986, as cited in Nienaber & Masibigiri, 2012, p. 69) state that "job satisfaction and the intent to leave are mediated by organisational commitment".

5.3.2 The Difference in Organisational Commitment based on Age

- **H2**: There is a significant difference in organisational commitment among employees in a hospitality environment based on age.

Significant differences are reflected between organisational commitment and age based on employees' age (p = 0.008). Therefore statistically significant differences may be observed in organisational commitment levels depending on employees' ages. Sweeping statements regarding employees' organisational commitment can as such not be made without taking this into account. **Thus, the hypothesis is accepted.**

This implies that employees' organisational commitment is likely to differ depending on their respective ages.

In a study by Shin and Reyes (1991, as cited in Morar, 2006), it was established that a significant relationship did not exist between organisational commitment and age. This study included 162 catholic public and private school administrators. Similarly Colbert and Kwon (2000, as cited in Morar, 2006) could also not find a relationship of any significance between commitment and age. Their study included 497 internal auditors from colleges and universities.

A contrary view is expressed by Mowday et al. (1982) stating that the perceived costs older employees associate with leaving the employ of an organisation may increase and in so doing serve to increase their tenure. This view echoes the definition of continuance commitment where the costs associated with leaving the organisation prevents an employee from terminating his or her membership with the organisation. Camilleri (2002, as cited in Basson, 2008) postulated that older employees possessed greater organisational commitment levels. One may therefore deduce that the younger employees are more likely to leave an organisation due to lower commitment levels. Du Plooy and Roodt (2013) also explicated that older employees may find it more difficult to resign from organisations due to the difficulty in securing new employment opportunities.

Reasons for the difference in commitment levels may include that younger employees find themselves at the emergence of their working lives and careers and are thus more willing to consider alternative employment. In stark contrast, older employees may have family and financial responsibilities which preclude or at the very least cause them to carefully deliberate any decision to leave an organisation regardless of their job satisfaction levels. It was established by Ferreira and Coetzee (2010, as cited in Van Dyk et al., 2013) that older employees had greater levels of affective and normative commitment than younger employees. Furthermore, longer serving employees may also tend to consider their time spent

at an organisation as investment in future promotional opportunities which they might be unwilling to surrender.

The body of literature indicates that generally a correlation exists between age and organisational commitment. In other words, organisational commitment increases with age whereas younger employees tend to have lower commitment levels.

5.3.3   The Difference in Organisational Commitment based on Tenure

- **H3**: There is a significant difference in organisational commitment among employees in a hospitality environment based on tenure.

The results present that significant differences can be found in organisational commitment among employees based on their length of service with the organisation ($p = 0.000$). This study revealed that employees had tenure ranging between less than 1 year but up to 15 years or more. The majority of employees however had less than one year's employment in the organisation at the time of the study. It may therefore be asserted that employees' tenure will result in differences in their commitment to the organisation. **Thus, the hypothesis is accepted.**

Numerous research studies have found no significant correlations between organisational commitment and tenure (Caldwell, Chatman, O'Reilly, 1990; Cohen & Lowenberg, 1990; Ferris & Aranya, 1983; Meyer, Paunonen, Gallatry, Goffin, Jackson, 1989, as cited in Morar, 2006). Meyer and Allen (1997) postulate that the link established between organisational commitment and tenure found in so many studies, is in fact influenced greatly by employees' age. By factoring age out of the correlation, it would reduce the relationship reported between commitment and long service. Further findings by Liou and Nyhan, and Kinnear

and Sutherland (1994 & 2000, as cited in Morar, 2006) also failed to establish a relationship between commitment and tenure. As evidenced in the study, the aforementioned research studies also did not establish a significant relationship between these variables.

It has been reported in previous research studies that tenure is in fact one of the strongest predictors of commitment (Mowday et al., 1982). In a study conducted by Van Dyk and Coetzee (2012), it was authenticated that employees with longer tenures, that is 11 years and more, were found to be have significantly greater emotional and normative commitment levels to the organisation. Allen and Meyer, and Mathieu and Zajac (1990 & 1990, as cited in Coetzee & Botha, 2012) posit that a positive relationship exists between tenure and continuance which varies with an employee's position in the organisation.

The inference which can be made from these findings is that the longer an employee remains with an organisation, the greater emotional attachment. It also leads to employees remaining with an organisation due to perceived obligation to do so and also the costs associated with leaving. These equate to affective, normative and continuance commitment respectively. Mobley (1982, p. 97) supports this view by stating that "turnover is significantly higher for shorter-tenure employees".

Caldwell, Chatman and O'Reilly, Cohen and Lowenberg, and Ferris and Aranya (1990, 1990 & 1983, as cited in Lodewyk, 2011) established that sometimes the reason for no correlation between commitment and tenure may be due to factors specific to the sample being examined. As found in Meyer and Allen's (1997) study, when age is removed from the relationship, the correlation between commitment and tenure is affected in that it is reduced. The conflicting findings reported in the aforementioned studies, indicates that further research into the relationship between tenure and organisational commitment is necessitated in order for more definitive findings to be put forward.

5.3.4   The Relationship between Affective Commitment and Turnover Intentions

- **H4**: There is a significant relationship between affective commitment and turnover intentions in a hospitality environment.

The affective commitment and turnover intentions variables reflect a significant moderate, inverse relationship (r = -0.518, p < 0.01). An inverted relationship is consequently identified when affective commitment increase, turnover intentions are likely to decrease. Similarly turnover intentions will increase in instances where affective commitment is low or decreases. **Thus, the hypothesis is accepted**.

According to Savickas, Nota, Rossier, Dauwalder, Duarte, Guichard, Soresi and Van Esbroeck (2009) and Van Dyk and Coetzee (2012), the relevance of organisational commitment is questionable in the modern workplace. However Martin (2008, as cited in Van Dyk & Coetzee, 2012) found in a research study that affective commitment influences normative commitment while normative and affective subsequently influence continuance commitment levels.

In a study by Probst (2003) it was established that employees whose jobs were at risk as a result of the restructuring, displayed more negative reactions to the restructure than employees who were not affected by the change. Coyne and Ong, and Wegge, Van Dick, Fisher, Wecking, and Moltzen (2007 & 2006 as cited in Du Plooy and Roodt, 2010) found organisational citizenship behaviour was significantly and negatively related to employees' turnover intentions. When individuals exhibit organisational citizenship behaviour, it is considered to be those behaviours which go over and above the call of duty. That is, employees are engaged and find emotional value and attachment to their jobs.

Du Plooy and Roodt (2010) in their research confirmed this finding when it was determined that organisational citizenship behaviour (r = -0.108) and work engagement (-0.581) were negatively related to turnover intentions.

Nujjoo and Meyer (2012) concluded that affective commitment could be tempered with monetary rewards. Employees are thus likely to display affective commitment where organisations demonstrate fair remuneration. In so doing organisations' reward strategies may influence the affective commitment of employees where it is affordable to do so.

Morrow (2011) and Van Dyk and Coetzee (2012) found that affective commitment of employees remains an important aspect which organisations need to focus on in order to retain key talent. In regard of affective job insecurity and emotional consequences, Van Zyl, Van Eeden and Rothmann (2013) ascertained that affective job insecurity was statistically and significantly negatively related to organisational detachment. This implies that the more individuals feel unsure of their continued employment, the greater the possibility of turnover intentions.

The aforementioned literature affirms and puts forward a plausible case for the encouragement and building of affective commitment of employees in the workplace.

5.3.5   The Relationship between Continuance Commitment and Turnover Intentions

- **H5**: There is a significant relationship between continuance commitment and turnover intentions in a hospitality environment.

A significant moderate, yet inverted relationship is depicted between continuance commitment and turnover intentions (r = -0.489, p < 0.01). Accordingly it may be stated that

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when continuance commitment increases, turnover intentions are likely to decrease. Inversely, when continuance commitment decreases, the turnover intentions of employees can be expected to increase. **Thus, the hypothesis is accepted**.

Meyer and Allen (1991, as cited in Ferreira, 2012) highlighted that if individuals' tenure with an organisation was based on continuance commitment; such employees stay because they feel they must.

In a study by Nienaber and Masibigiri (2012) it was established that the interviewed individuals displayed continuance commitment in instances where key engagement factors were not present. These factors include meaningful work, coping, compensation, community and work-life balance. This indicates employees remained with the organisation largely due to the cost associated with leaving. They do however remain a flight (turnover) risk.
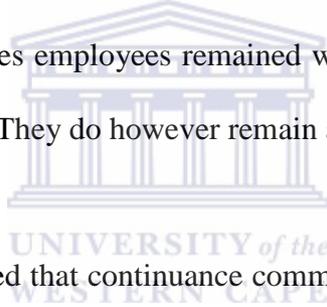
Coetzee and Botha (2012) postulated that continuance committed employees do not do more than what is required of them. Allen and Smith, and Meyer and Allen (1987 & 1984, as cited in Coetzee and Botha (2012) confirmed that work behaviour did not correlate positively with employees who displayed continuance commitment. However a positive correlation was found with affective commitment and normative commitment measures.

As such it is reasonable to advance that if continuance commitment has a negative correlation with performance, it is indeed likely that such individuals have a greater possibility of leaving the organisation than affectively and normatively committed employees. This is due to the likelihood of continuance committed individuals being calculated as they weigh their options as to whether they should remain with an organisation largely using the cost of leaving as the key decision-making factor. Hence it is possible if such individuals receive

more favourable remuneration packages, they are likely to terminate their employment with their current employer.

5.3.6 The Relationship between Normative Commitment and Turnover Intentions

- **H6**: There is a significant relationship between normative commitment and turnover intentions in a hospitality environment.

An inverted, significant moderate relationship exists between normative commitment and turnover intentions (r = -0.533, p < 0.01). The acceptance of the hypothesis infers that when normative commitment is high, there is a greater likelihood that turnover intentions will be lower. Conversely, where normative commitment increases, levels of turnover intentions. **Thus, the hypothesis is accepted.**

Individuals with a strong sense of normative commitment, tend to remain with an organisation out of a sense of loyalty and obligation (Pillay, Buitendach & Kanengoni, 2014). Allen and Meyer (1990, as cited in Ferreira & Coetzee, 2010), echo this sentiment stating that normative commitment is instilled when employees feel their continued tenure with the organisation is appreciated.

According to Ferreira (2012) hardiness occurs when individuals take an active involvement in what they do and consider change as a normal occurrence. In research conducted by Ferreira (2012), hardiness was shown to have a positive and significant relationship with normative commitment. If this is true, then one may be deduce that where individuals exhibit normative commitment, they are more likely to want to remain with an organisation. Employees are less prone to feel overawed by organisational changes such as restructuring than employees with low levels of normative commitment.

The research of Simons and Buitendach (2013) established that a positive (r = 0.27) and statistically significant (p = 0.05) relationship existed between normative commitment and resilience. Thus where normative commitment was present, employees were less inclined to terminate their employment relationship with their organisation.

In the same research study, similar findings were discovered with a significant and positive (r = 0.34) relationship between work engagement and normative commitment. The significance of the relationship was identified at the 0.01 level. As such when normative commitment is present, employees would be more prone to carry out their duties with a sense of enthusiasm.

The above information therefore affirms that employees who exhibit normative commitment (which positively related to hardiness and work engagement), are less likely to become a turnover risk. This is due to them feeling appreciated by their organisation yet challenged by the work. Additionally they would have a tendency to remain steadfast during times of uncertainty in the organisation.
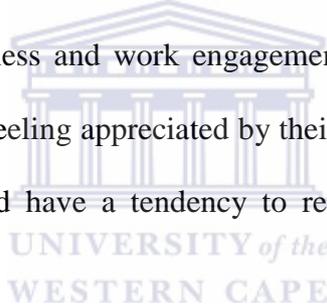
5.3.7 The Difference in Turnover Intentions based on Age

- **H7**: There is a significant difference in turnover intentions among employees in a hospitality environment based on age.

Turnover intentions in terms of age, presents that turnover intention of employees is likely to be different according to individuals' age. The differences are statistically significant (p = 0.031). In the present research, the ages of employees were varied between 20 years and younger up to 50 years old. Accordingly it may be suggested that depending on employees' age, their turnover intentions will differ. Older employees may be found to have lower turnover intentions than younger employees. **Thus, the hypothesis is accepted.**

Research findings on the relationship between age and turnover intentions appear to be varied and inconclusive. Meyer and Allen (1997) put forward that for some employees leaving the organisation may indeed become an option. This is likely to be due to employees' increased skills and experience over time which may be attractive to prospective employers. Age cannot be definitively described as a cause for employees' intention to quit, as "it could also be a factor relating to a particular staff member at that particular stage in their life" (Lok & Crawford, & Loscocco, 1999 & 1990, as cited in Lodewyk, 2011, p. 109).

Ferreira (2012) however posits that there is a demand for young, talented employees. Previously disadvantaged individuals within the South African environment in light of the employment equity targets are specifically in high demand and are often referred to as moving targets. There is a perception that young highly skilled individuals from previously disadvantaged backgrounds are often headhunted and are more willing to consider employment propositions than most. In a study conducted by Kabungaidze, Mahlatshana and Ngirande (2013) it was established that older teachers tend to have greater satisfaction with their jobs than their younger counterparts. They are therefore inclined to remain in the teaching profession longer than younger teachers.

Mobley et al. (1978, as cited in Mobley, 1982) submit that a consistent negative relationship exists between age and tenure. Thus younger employees are more likely to leave an organisation than older employees. Mobley continues to state that the reasons for younger employees' mobility may be due to greater entry-level job opportunities and fewer family responsibilities.

While studies generally indicate a relationship between age and tenure, this relationship is not always evident or significant. Various studies have found that the relationship between age and tenure is not a significant one (Alavi & Askaripur, Carr & Human, Kacmar & Ferris,

& Siu, 2003, 1988, 1989 & 2002, as cited in Curran, 2012). Likewise Ng and Feldman (2009) and Van Dyk and Coetzee (2012) argue that changes in the work environment and job mobility norms over the last 20 years may have changed the relationship between age and turnover intentions.

5.3.8 The Difference in Turnover Intentions based on Tenure

- **H8:** There is a significant difference in turnover intentions among employees in a hospitality environment based on tenure.

The findings herein depict that statistically significant differences can be found among employees' turnover intentions (p = 0.000). These differences are determined by their tenure or length of service in the organisation. As alluded to the sample of employees have a varied tenure with the organisation (from less than 1 year to 15 years of more). Similar to organisational commitment, it is argued that employees' turnover intentions will vary according to their years of service in the organisation. That is, employees with shorter tenure may experience different levels of turnover intentions. Their levels of commitment may be a factor in a decision to leave the organisation. **Thus, the hypothesis is accepted.**

Bagraim (2013) established that tenure was not statistically significant at the 0.254 level (p = 0.254) in relation to commitment. If commitment is an antecedent of turnover as advocated by so many authors, then tenure should relate positively to commitment which in turn should reduce turnover. However, as reported in the previous section on the relationship between tenure and organisational commitment, several studies found no significant correlations between these variables (Caldwell et al, 1990; Cohen & Lowenberg, 1990; Ferris & Aranya, 1983; Meyer et al., as cited in Morar, 2006). It may therefore be deduced that no significant relationship exists between tenure and turnover intentions.

Barak, Nissly and Levin (2001) and Lodewyk (2011) however submit that employees with long service have low turnover levels mainly because they wish to experience a return on their invested commitment. Lodewyk (2011) also states that employees have high continuance and normative commitment levels when employed for a good length of service. These findings suggest that employees have a commitment which is more closely aligned to the definitions of normative and continuance commitment rather than affective commitment.

Nienaber and Masibigiri's (2012, p. 75) research more specifically shows that Generation Xers (born between 1965 and 1981) "generally stayed with an employer for short periods of time". A study which included a sample of 1320 public school teachers by Blood et al. (2002, as cited in Kabungaidze et al., 2013) affirmed teachers exhibit lower turnover intention levels the longer they stayed in their jobs. In addition Van Dyk and Coetzee (2013) state that employees with more years of service are less inclined to want to leave the organisation.

Research tends to show contradictory findings in the relationship between tenure and turnover intentions. Furthermore despite numerous studies having been conducted on the relationship between commitment and tenure, there appears to be a dearth of information which particularly focuses on the relationship between tenure and turnover.
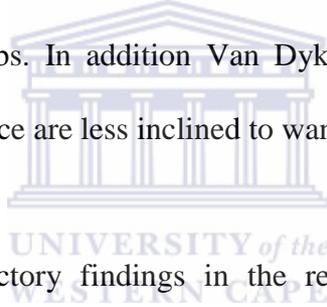
5.4   Limitations

Due to the nature of the study certain limitations were experienced by the researcher. The primary limitation of the study was the size of the test sample. As a result the generalisability of the findings to the population group is likely to be affected. This will further restrict the generalisability to other similar departments within the organisation.

Only one organisation was utilised which impeded the researcher's ability to generalise the findings to other similar organisations. The non-probability convenience sampling method employed in the study also negatively impacted the generalisability of the study's findings.

The questionnaires utilised a "forced-choice" selection option. Respondents thus had no opportunity to provide any qualitative data to possibly elaborate on their selections and opinions. Respondents were requested to complete the questionnaires during team briefing meetings and may have felt obligated to provide favourable responses. Respondents furthermore may also have completed the questionnaires as quickly as possible and hence a there was a risk that they provided extreme responses or tended to opt for the centrally located responses. These factors consequently influence the confidence levels of any conclusions drawn from the data.

The researcher was internal to the organisation and respondents may have questioned the confidentiality of their responses despite the confidentiality clause in the questionnaire and assurance provided by the researcher. Due to the varying starting times of team briefing meetings, the researcher was not always able to be present in the event respondents had questions or concerns. The researcher's details were however made available to respondents if they had any concerns.

5.5 Recommendations and Implications

During the course of this study, certain limitations were placed upon the researcher. These limitations, if addressed in future studies, may allow for greater generalisation to the population in question. In addition to discussing the recommendations for future studies, the implications to individuals and the organisation are also outlined.

5.5.1 Recommendations

The study reflected a response rate of 37.6% with actual responses received numbering 144 from a possible 383. By increasing the size of the sample, the generalisability of the findings can be increased to other departments within the organisation. Additionally only one organisation in the Western Cape was utilised in the study and therefore limits generalisability to other similar organisations in the Western Cape as well as other provinces. It is recommended that other similar properties within the organisation's group of companies be included in future studies. This may assist in generalisability and increasing the size of sample.

A non-probability, convenience sampling method was employed in the study and therefore not all employees in the population group had a predictable chance of being selected. Furthermore only respondents who were conveniently available to participate in the study were utilised. To increase generalisability of the results, a more reliable sampling method should be employed in future studies.

Due to time constraints, the researcher only utilised questionnaires which allowed for "forced-choice" selection options. As a result, respondents were unable to qualify their opinions and selections. It is recommended that focus groups be utilised in order to obtain

additional commentary from respondents which could elaborate and substantiate certain views.

The questionnaires were completed during team briefing meetings and as such respondents may have felt obligated to participate. The findings indicated that some respondents did not complete all the items in the questionnaires. This could be attributed to the fact a large portion of the sample group's home or first language is not English. Where resources permit, the questionnaires should be completed in as neutral an environment as possible. This could be mitigated in future by conducting the study over a longer period of time instead of only two to three months. It may also facilitate a situation where research could be conducted before and after the implementation of proposed interventions to gauge whether any improvement has occurred to positively impact organisational commitment.

Also to be noted is the fact that the organisation completed its larger restructure a few months prior to the research study being conducted. This primarily impacted its South African operations only. At the time of the research, the organisation also experienced industrial action across all its properties in South Africa. This may have influenced the participants' responses and affected the number of employees willing to participate in the study.

 Despite the researcher being internal to the organisation, time constraints and varying times of team briefing meetings did not permit the researcher to be present in all the sessions. It would have been ideal for the researcher to be present during these sessions as the respondents may have felt more comfortable and at ease instead of only their departmental line manager.

By heeding the above recommendations, the lessons learnt along with the appropriate monetary resources and support, the researcher could in future conduct a more exhaustive and detailed study which would only serve to increase the reliability and validity of the results.

5.5.2   Implications

5.5.2.1 Implications for Individuals

The findings in the study are of interest to individuals in that it offers a holistic understanding and makes a theoretical grounding more practical. When individuals are able to better understand their own actions it will invariably provide them with tools to build their commitment levels to an organisation. An understanding of some of the individual variables identified in this study includes:
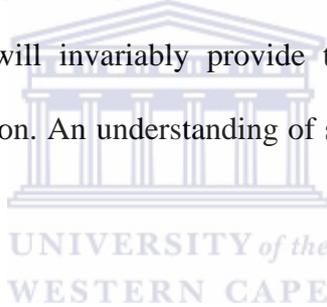
- **Age**

Individuals will be able to see the link between increased age and commitment levels. Likewise employers will understand the reasons for younger employees' tendency to be more mobile in their employment and the subsequent impact on turnover intentions.

- **Tenure**

The literature tends to support that organisational commitment increases over time. This will clarify why some employees tend to remain with an organisation for a long period of time. It will also point out that the employees with a shorter length of service are more likely to leave an organisation than longer-tenured employees.

- **Organisational Commitment**

By understanding that three types of organisational commitment exist, employees will be able to recognise the type of commitment they identify with most namely affective, continuance and normative commitment. When individuals are more aware of the type of commitment they exhibit, they can better manage themselves and their careers within the organisation.

- **Turnover (Intentions)**

Turnover and turnover intentions are used interchangeably in the literature. It may come as a revelation to individuals that turnover and the intention to leave an organisation are considered as important as the other. Turnover intentions invariably precede actual turnover. When individuals understand this, they will be able to better manage their feelings by pre-empting their resignations and termination from the organisation. It allows individuals the opportunity to make an informed decision rather than an emotive one.

- **Organisational Restructuring**

The impact of organisational restructuring could be minimised and better managed where employees understand the gravity of the situation. Also it allows individuals to plan ahead and to be better prepared for such major organisational changes if indeed this becomes a reality. Employees can also prepare themselves by becoming more employable. In other words, look at ways of not restricting oneself to work in a single organisation and/or industry.

5.5.2.2 Implications for Organisations

The results from the study are of great importance to organisations and managers within organisations. It is integral for managers to understand organisational commitment and turnover, its antecedents and consequences in order to run profitable enterprises. Equally important is the need to understand the impact of major organisational changes on employees and society at large. The basis for the following seven approaches to assist managers in increasing organisational commitment and reducing turnover are grounded in the works by Mowday et al. (1982). Additional information was gleaned from Lesabe (2007), Nehmeh (2009) and Asiedu, Sarfo and Adjei (2014). These were however contextualised to the present study to increase its relevance.

- **Select employees with the propensity to become linked**
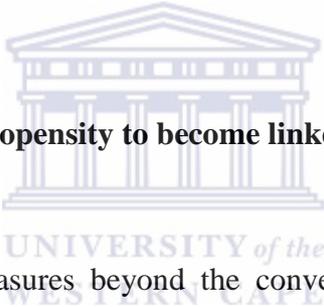
Organisations need to look at measures beyond the conventional interviewing technique when it comes to selecting employees. Additional measures such as technical assessments as well as psychometric tests could be employed. These of course need to be considered against the backdrop of the Employment Equity Act of South Africa. By investing in a more thorough selection process, organisations can select employees that are best suited to its culture and values which further enhance organisational commitment. According to Nehmeh (2009) research by John E. Finnigan pointed out that employees' perceptions of an organisation's values is a strong predictor of employees' organisational commitment.

- **Create clear and realistic job and organisation previews**

Organisations should provide employees with realistic job previews to allow prospective employees to make informed decisions as to whether or not to join an organisation. This view is further reiterated by Nehmeh (2009) who states that giving candidates realistic job previews allows applicants to determine whether the job is for them. This extends to providing a clear picture of the organisation, its pressures and rewards. Employees would thus know what they are letting themselves in for.

- **Improve the quality of the early job experience**

Managers and in particular Human Resources departments should investigate avenues to enhance the initial job and organisational experience. The socialisation period needs to be more than employees simply attending an orientation session on day one of their employment. The socialisation process should seek to embed certain behaviours in employees and also follow up and monitor the existence of behaviours such as commitment. Development tools can help to understand the root-cause of low levels of morale in the organisation (Lesabe, 2007). Instruments such as employee engagement surveys and climate surveys could assist in providing a snapshot of commitment and turnover intentions at a given point in time.

- **Provide opportunities for committing acts and provide jobs that maximize "felt responsibility" for what is happening in and to the organisation**

This entails allowing employees the opportunities to a certain extent, the freedom to engage in assignments of their choice. Organisations need to seek opportunities whereby employees could act outside of the defined job roles. The main emphasis of this strategy involves the ability for individuals to make decisions that could enhance their work experiences. In so doing, the employees' sense of responsibility and ownership toward the organisation increases thus facilitating the feeling of organisational commitment. Management should understand that is vital to work on the citizenship behaviour as well as the organisational commitment of its employees (Asiedu et al., 2014).
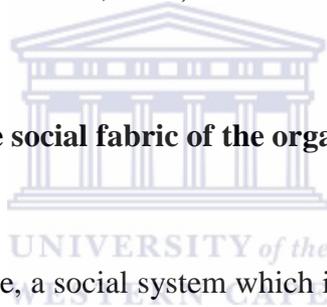
- **Integrate employees into the social fabric of the organisation**

Organisations are made up of people, a social system which influences the individuals within that system. Therefore employees' attitudes toward each other and the organisation are likely to be influenced by the perceptions employees have of each other. Nehmeh (2009) adds that socialisation into the organisation is important in gaining employees' commitment to the organisation.

- **Demonstrate a genuine concern for employees' welfare**

This tends to be a common thread which is voiced by many stakeholders especially in the current South African employment environment. Trade unionists and employees are of the view that organisations do not hold dear the very employees who keep the business afloat. For this to happen, managers need to take a holistic view and include relevant stakeholders before implementing any drastic interventions. Interventions typically bring a monetary cost

and involve the organisation taking a particular stance. Performance management and development typically assists managers in confirming successful performance and identifying areas which need to be developed (Lesabe, 2007). Whether this stance is viewed in a positive or paternalistic light will depend on the process followed to implement interventions rather than the intervention itself.

- **Organisational Restructuring**

The very idea of organisational restructuring is alarming to employees. The negative connotations associated with restructuring and the general view of such interventions can be mitigated where all stakeholders are kept informed of developments. Appropriate interventions and change programs should be launched simultaneously when major changes are envisaged. This would assist in supporting both affected employees as well as the employees who survive the restructure. Leadership according to Lesabe (2007) therefore needs to be focused upon by organisations as leaders have an important role to play in influencing others.

5.6   Conclusion

The primary aim of this study was to establish the prevalence of organisational commitment and turnover intentions of employees during periods of restructuring. Additionally, age and tenure of employees were included as variables which could strengthen or lessen organisational commitment and turnover.

A detailed literature review was undertaken and attempted to focus on more recent studies and research on commitment, turnover and organisational restructuring. However, in order to provide a rounded view, some longer standing and established research was referred to as well. Invariably the recent studies and findings were based on such long standing organisational commitment studies that contributed to the current body of literature.

The following findings came to the fore in relation to the research hypotheses explored in the undertaken study:

- There is a significant relationship between organisational commitment and turnover intentions in a hospitality environment.

- There is a significant difference in organisational commitment among employees in a hospitality environment based on age.

- There is a significant difference in organisational commitment among employees in a hospitality environment based on tenure.

- There is a significant relationship between affective commitment and turnover intentions in a hospitality environment.

- There is a significant relationship between continuance commitment and turnover intentions in a hospitality environment.

- There is a significant relationship between normative commitment and turnover intentions in a hospitality environment.

- There is a significant difference in turnover intentions among employees in a hospitality environment based on age.

- There is a significant difference in turnover intentions among employees in a hospitality environment based on tenure.
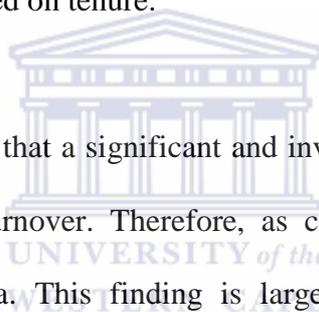
The results from the study indicate that a significant and inverse relationship exists between organisational commitment and turnover. Therefore, as commitment increases employee turnover decreases and vice versa. This finding is largely supported by the literature, Mowday et al. (1982) and other authors on commitment.

The research findings by Oliver (2011) also concluded that an inverse (r = -0.412) and statistically significant relationship (p = 0.01) confidence level existed between organisational commitment and employee turnover intention. Similar findings by Masindi (2015) confirmed organisational commitment has an influence on employees' turnover intentions. Specifically stated, as organisational commitment increases, a decrease in turnover intention would be observed. In contrast if organisational commitment decreases, employees' turnover intentions are likely to increase.

The present study revealed that statistically significant differences exist in organisational commitment based on age and tenure. Likewise statistically significant differences were found in turnover intentions according to the age and tenure of employees.

Despite the above, it is proposed that further research into the relationships and difference between these variables is undertaken. A research method which is inclusive of qualitative views would be recommended.

The crux of commitment is reflected in its three subcategories namely affective commitment, continuance commitment and normative commitment. While organisations tend to strive to enhance affective commitment in employees, it is this author's view that organisations should not overlook the importance of normatively and continuance committed employees who are also vital to an organisation's success.
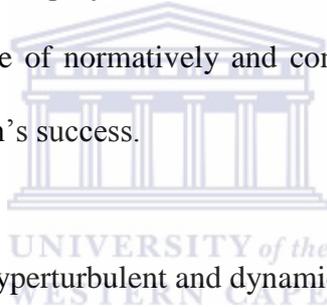
As the world and view of work is hyperturbulent and dynamic, organisations need to ensure a holistic understanding of organisational commitment. Schreuder and Coetzee (2012) put forward that in the future more people will work beyond the accepted retirement age. This may be due to financial necessity or by choice. "Generation Xers are important to the organisation in creating and sustaining competitive advantage, as they are deemed to be the knowledge repositories of the organisation" (Nienaber & Masibigiri, 2012). This is especially relevant in light of the fact that not only is Generation Xers important, all employees are and should be considered important to the success of the organisation.

Simultaneously organisations should prepare for when its knowledge employees retire and how to best prepare the next generation of employees and managers (Mohlala et al., 2012). While this could serve as a retention strategy for younger employees and a means to stimulate the interest of older employees, the envisioned difficulty still remains in

maintaining the commitment of a young, talented and mobile workforce in an increasingly competitive environment.

To retain the services of these individuals, organisations will need to do adopt a multi-pronged strategy to not only attract valued employees but to also retain their services and commitment. "Employees should experience and demonstrate affective commitment; that is, the employee identifies with the organisation, is involved in the organisation and is emotionally committed to the organisation" (Nienaber & Masibigiri, 2012, p. 79).

According to Chinomona and Dhurup (2015) organisational commitment is an important behavioural construct that nurtures both organisational citizenship behaviours and efficacy, but more importantly, the intention to remain in the job and ultimately remain with an organisation.
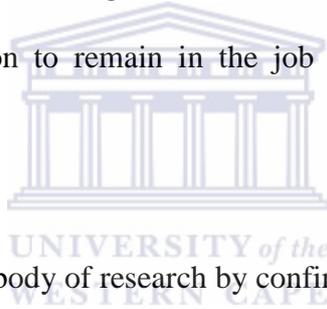
The study has added to the current body of research by confirming already widely held views and findings. The study has also revealed that while a seemingly plethora of information exists on the link between organisational commitment and turnover, further research is required to further dissect and understand this relationship as well as the impact various biographical variables have on commitment and turnover intentions.

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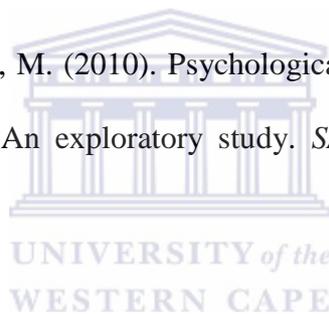
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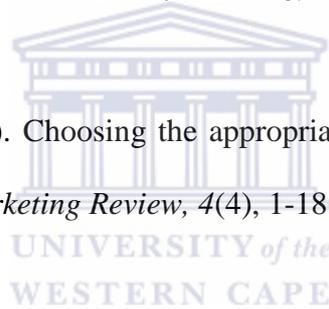
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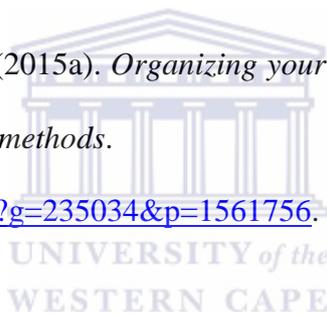
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Appendix A – Organisational Commitment and Turnover Intentions Questionnaires

Title of Study:

The Relationship between Organisational Commitment and Turnover Intention during a Restructuring process in a Hospitality Environment

Principal Investigator: Mr Ricardo Salie

Research Supervisor: Mr Rozario Oliver

Dear Participant

We invite you to participate in a research study which investigates the relationship between organisational commitment and turnover intention of employees of an organisation in the hospitality industry. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please take the time to read the following information carefully. Please ask the researcher if there is anything that is not clear or if you need more information.

Study Procedure:

You will receive a questionnaire that will be written in English. Your expected time commitment for this study is 20 – 45 minutes. The nature of the questionnaire is based on two components, namely the organisational commitment and turnover intentions questionnaires. These questionnaires have demonstrated acceptable levels of reliability and validity to be used in research. A biographical information questionnaire is also included and a request is made to complete these questions as the results thereof will also be utilised in the study.

Risks:

The risks of this study are minimal. These risks are similar to those you experience when disclosing work-related information to others. You may decline to answer any or all questions and you may terminate your involvement at any time if you choose.

Benefits & Compensation:

There will be no direct benefit to you for your participation in this study. There will also be no compensation for completing the questionnaire. Your contribution will help the management community to better understand how employees feel after a restructuring exercise and what interventions can be implemented to assist those employees remaining at the organisation.

Confidentiality:

Your responses will be kept anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following:
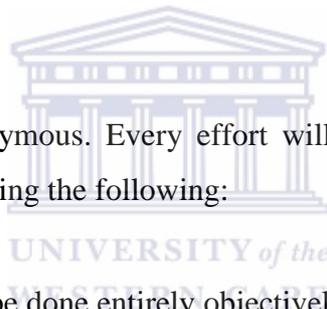
- The analysis of the data will be done entirely objectively by the researcher. Information from this research will be used solely for the purpose of this study and any publications that may result from this study. All other participants involved in this study will not be identified and their anonymity will be maintained.
- A summary report of the data will be made available upon request to you and your organisation. However, no identifiable data w.r.t. biographical variables (i.e. age, gender, department, etc.) will be made available to your organisation.
- Participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk.

Voluntary Participation:

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you do decide to take part in this study, you will be asked to sign a consent form. You will also be given a copy of the information letter. If you decide to take part in this study, you are still free to withdraw at any time and without giving a reason. You are free to not answer any question or questions if you choose. This will not affect the relationship you have with the researcher.

I greatly appreciate the time and effort you have contributed into helping me further my research.

Mr Ricardo Salie   **Mr Rozario Oliver**

Principal researcher   Research supervisor

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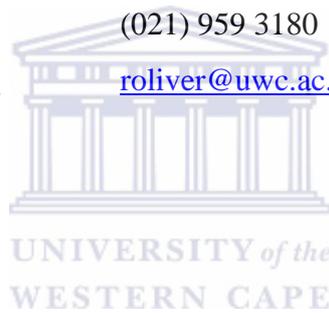
Title of Study:

The Relationship between Organisational Commitment and Turnover Intention during a Restructuring process in a Hospitality Environment

Principal Investigator: Mr Ricardo Salie

Research Supervisor: Mr Rozario Oliver

INFORMED CONSENT

By signing this consent form, I confirm that I have read and understood the information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of the information letter, and the consent form (should I want this). By signing below, I voluntarily agree to take part in this study.

Name and Surname: _____

Signature _____ Date _____

Please note: *Your consent form and your completed questionnaire will be placed in two separate boxes. Therefore, by signing your name on this form, your responses will not be linked in any way to your completed questionnaire as these documents will be collected and stored separately.*

Section A – Biographical Information Questionnaire

The biographical details will only be used for statistical purposes to effectively categorise and segment the responses received.

Instructions:

Please complete the following biographical information by shading (▓) in pen or pencil, the block which is relevant to you.

1. Which gender category do you fit into?

Female	1
Male	2

2. Which race group do you belong to?

African	1
Asian	2
Coloured	3
White	4
Foreigner	5
Other, please specify	6

3. Which age group do you fit into (in years)?

20 and younger	1
21 – 30	2
31 – 40	3
41 – 50	4
51 – 60	5
61 and older	6

4. What is your marital status?

Single	1
Married	2
Divorced	3
Widowed	4
Unmarried Partners/Cohabiting	5
Other, please specify	6

5. What is the highest qualification that you have achieved?

Grade 11 and below	1
Grade 12	2
National Certificate	3
National Diploma	4
Bachelor's Degree	5
Master's Degree	6
Doctorate Degree	7
Other, please specify	8

6. What is your current employment status?

Trainee Cashier	1
Permanent part-time (scheduled) Cashier	2
Permanent full-time (core) Cashier	3
Trainee Guest Service Attendant	4
Permanent part-time (scheduled) Guest Service Attendant	5
Permanent full-time (core) Guest Service Attendant	6
Trainee Dealer	7
Permanent part-time (scheduled) Dealer	8
Permanent full-time (core) Dealer	9

7. Are you required to work Mondays to Fridays including weekends and public holidays?

Yes	1
No	2

8. Are you required to work different shifts (i.e. not only work 8:00am to 17:00pm)?

Yes	1
No	2

9. What is the accepted language at this organisation?

English	1
Afrikaans	2
Ndebele	3
Northern Sotho	4
Southern Sotho	5
Swati	6
Tsonga	7
Tswana	8
Venda	9
Xhosa	10
Zulu	11
Other, please specify	12

10. What is your preferred language at home?

English	1
Afrikaans	2
Ndebele	3
Northern Sotho	4
Southern Sotho	5
Swati	6
Tsonga	7
Tswana	8
Venda	9
Xhosa	10
Zulu	11
Other, please specify	12

11. How long have you been employed by this organisation?

Less than 1 year	1
1 year – less than 3 years	2
3 years – less than 5 years	3
5 years – less than 7 years	4
7 years – less than 9 years	5
9 years – less than 11 years	6
11 years – less than 13 years	7
13 years – less than 15 years	8
15 years or more	9

12. How many financial dependants do you have?

0	1
1	2
2	3
3	4
4	5
5 or more	6

13. How recently has this organisation undergone restructuring?

Never	1
Currently – less than 1 year ago	2
1 year – less than 3 years ago	3
3 years – less than 6 years ago	4
6 years – less than 9 years ago	5
9 years ago or more	6

14. What was the main reason for the restructure?

Changing organisational strategy	1
Cost-cutting	2
Flattening organisational structure	3
Introducing new technology	4
Offering new products and/or services	5
Replacing dated and inefficient work practices and processes	6
Responding to competition	7
Other, please specify	8

Section B – Organisational Commitment Questionnaire

Listed below are a series of statements that represent possible feelings that you may have towards your organisation. Please indicate the degree to which you agree or disagree with each of the following statements by **shading (▊)** in pen or pencil, **the number** which is most applicable to you.

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree or Agree	Slightly Agree	Moderately Agree	Strongly Agree
1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.	1	2	3	4	5	6	7
2.	I talk about this organisation to my friends as a great organisation to work for.	1	2	3	4	5	6	7
3.	I feel very little loyalty to this organisation.	1	2	3	4	5	6	7
4.	I would accept almost any type of job assignment in order to keep working for this organisation.	1	2	3	4	5	6	7
5.	I find that my values and the organisation's values are very similar.	1	2	3	4	5	6	7
6.	I am proud to tell others that I am part of this organisation.	1	2	3	4	5	6	7
7.	I could just as well be working for a different organisation as long as the type of work were similar.	1	2	3	4	5	6	7
8.	This organisation really inspires the very best in me in the way of job performance.	1	2	3	4	5	6	7
9.	It would take very little change in my present circumstances to cause me to leave this organisation.	1	2	3	4	5	6	7
10.	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.	1	2	3	4	5	6	7
11.	There's not much to be gained by sticking with this organisation indefinitely.	1	2	3	4	5	6	7
12.	Often, I find it difficult to agree with this organisation's policies on important matters relating to its employees.	1	2	3	4	5	6	7
13.	I really care about the fate of this organisation.	1	2	3	4	5	6	7
14.	For me this is the best of all possible organisations for which to work.	1	2	3	4	5	6	7
15.	Deciding to work for this organisation was a definite mistake on my part.	1	2	3	4	5	6	7

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Section C – Turnover Intentions Questionnaire

Listed below are a series of questions that measure your possible intention to quit your organisation. Please indicate the degree to which you agree or disagree with each of the following questions by **shading** (▢) in pen or pencil, **the number** which is most applicable to you.

1.	How often have you considered leaving your current job?	Never	1	2	3	4	5	6	7	Most of the times
2.	How frequently do you scan newspapers for job opportunities?	Never	1	2	3	4	5	6	7	Most of the times
3.	To what extent is your current job not addressing your important personal needs?	To no extent	1	2	3	4	5	6	7	To a large extent
4.	How often are opportunities to achieve your most important goals at work jeopardised?	Never	1	2	3	4	5	6	7	Always
5.	How often are your most important personal values at work compromised?	Never	1	2	3	4	5	6	7	Always
6.	How frequently are you daydreaming about a different job that will suit your personal needs?	Never	1	2	3	4	5	6	7	Always
7.	What is the probability that you will leave your job, if you get another suitable offer?	Low	1	2	3	4	5	6	7	High
8.	How frequently do you look forward to another day at work?	Always	1	2	3	4	5	6	7	Never
9.	How often do you think about starting your own business?	Never	1	2	3	4	5	6	7	Most of the times
10.	How often do only family responsibilities prevent you from quitting?	Never	1	2	3	4	5	6	7	Always
11.	How often do only vested personal interest (pension fund, unemployment fund, etc.) prevent you from quitting?	Never	1	2	3	4	5	6	7	Always
12.	How frequently are you emotionally agitated when arriving home after work?	Never	1	2	3	4	5	6	7	Always
13.	How often is your current job affecting your personal wellbeing?	Never	1	2	3	4	5	6	7	Always
14.	How often do the troubles associated with relocating, prevent you from quitting?	Never	1	2	3	4	5	6	7	Always

Thank you for taking the time to complete these questionnaires.

Your response is appreciated.