

**PERCEIVED ORGANISATIONAL SUPPORT, ORGANISATIONAL
COMMITMENT AND TURNOVER INTENTIONS AMONGST
EMPLOYEES IN A SELECTED COMPANY IN THE CASH INDUSTRY**

Student Name : Samantha (Saaligha) Crayenstein

Student Number : 2951997

Mini-thesis submitted in partial fulfilment of the requirements for the degree of Magister
Commercii in the Department of Industrial Psychology, Faculty of Economic and
Management Science, University of the Western Cape.

Supervisor: Dr. Desiree Hamman-Fisher

Co-Supervisor: Prof Bright Mahembe

August 2022

DECLARATION

I declare that *Perceived organisational support, organisational commitment and turnover intentions amongst employees in a selected company in the cash industry* is my own work, that it has not been submitted before for any degree or examination at any other institution or higher learning, and that all the references have, to the best of my knowledge been indicated and acknowledged as complete references.

Full Name: Samantha (Saaligha) Crayenstein

Date: August 2022

Signed: _____



ACKNOWLEDGEMENTS

I would like to thank the following people, without whom I would not have been able to complete this research study, and without whom I would not have made it through my master's degree!

First and foremost, I would like to praise and thank my Creator, for His countless blessings and enabling me to embark upon this journey. I acknowledge that without His grace I would not have been able to successfully complete this master's thesis.

From the bottom of my heart, I would like to say a big thank you to my husband. There is no way I can truly express my sincerity in saying this – thank you so much. Thank you for the strength you gave me through obtaining this degree. Thank you for all your love, much needed encouragement, and support throughout this journey, without which I would have stopped these studies a long time ago. You kept the hope of completion in me alive, thank you for sharing my wish to achieve this goal! I know that you have sacrificed so much in this time, and I will always be grateful to you for that.

The biggest thanks to my loving parents, without them I would not have been able to reach this point. Whilst words cannot express my gratitude, I wish to thank my parents for their unfailing support, encouragement, and dedication to helping me achieve my goals throughout my entire academic career. You have always stood behind me, and loved me unconditionally, for that I am eternally grateful.

To my siblings, thank you for your unconditional love and belief in me. You always keep me grounded and motivate me to be and do better.

To the organisation that granted permission to participate in this study and to the employees who participated, a huge, heart-warming thank you.

Many thanks to my manager Teresa and colleague Luvashni, who were instrumental in making this research study a success. Thank you for your continuous encouragement, advice, and moral support during my master's thesis.

I would like to express my sincere gratitude to my thesis supervisor, Dr Desiree Hamman-Fisher for all that she has done for me throughout my studies in the Industrial Psychology Department. I benefited greatly from your wealth of knowledge and meticulous editing. I am

thankful that you took me on as a student and continued to have faith in me over the years. Desiree, you have been an inspiration as I hurdled through this master's degree. I am forever grateful and indebted to you for sharing your knowledge, expertise, guidance and consistent encouragement from the beginning up until the completion of my research thesis. You are a true definition of a leader and role model.

Many thanks to my co-supervisor, Prof. Bright Mahembe, who read my numerous revisions and helped make some sense of the confusion. Thank you for providing me with your valuable feedback and suggestions regarding the data analysis. Your insightful feedback pushed me to sharpen my thinking. You provided me with the tools that I needed to successfully complete my thesis – Thank you for that.



“There is no greater discovery than seeing God as the author of your destiny.”



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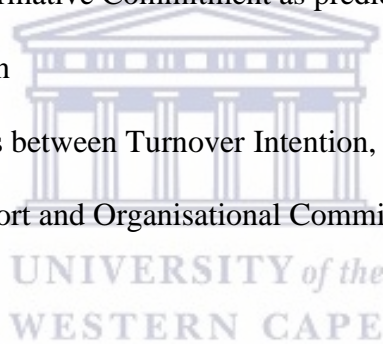
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ABSTRACT

Globally and in South Africa turnover has been identified as a major challenge in organisations. An examination of the literature revealed that perceived organisational support (POS) and organisational commitment can significantly influence an employee's turnover intention. The literature also showed that when employees perceive that they are being supported by their employers they reciprocate positively and commit to organisational imperatives because they feel appreciated. As a result, organisational efficiency and employee performance is enhanced and turnover is decreased. However, little attention has been directed at examining POS and organisational commitment on turnover intention in the cash industry in South Africa. This privation of literature was found even though employee retention is a critical challenge in the cash industry in South Africa.

A quantitative research design was employed to investigate this phenomenon. By drawing a convenience sample, data was collected using three questionnaires together with a biographical inquiry form. Descriptive statistics were used to analyse the data. Furthermore, exploratory factor analyses were performed to identify and highlight poor items in the three questionnaires and test for uni-dimensionality of the three scales and their subscales. Correlational analysis was used to determine if there are relationships between the various variables and lastly, regression was performed to identify what impact the variables have on one another. The contribution of the study can ensure the retention of staff in this dangerous working environment.

The research findings of this report reveal that a statistically significant relationship is present between perceived organisational support and turnover intentions amongst employees. In addition, the results reveal a negative statistically significant relationship between organisational commitment, namely the three dimensions (affective, continuance and normative commitment) and turnover intentions. Furthermore, an inverse statistically significant relationship between perceived organisational support and organisational commitment, namely the three dimensions (affective, continuous and normative commitment) was discovered. The use of regression analysis found perceived organisational support to be the stronger predictor of turnover intentions, making a statistically significant and unique contribution to turnover intention. Included in the research finding was the exploration of the dimensions of organisational commitment and turnover intentions – both affective and normative commitment were discovered to be the strong predictors of turnover intentions. The

latter section of this report presents the limitations of the research, makes recommendations for the organisation and for future research investigations.



Key Words:

Organisational support

Organisational commitment

Affective commitment

Normative commitment

Continuance commitment

Turnover intentions

Cash Industry

Employees

Quantitative study

Staff retention



CHAPTER ONE

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

An enormous amount of research conducted in the humanities and social sciences focus on perceived organisational support (POS) and organisational commitment, and its influence on employees turnover intentions (Islam, Khan, Ahmad, Ali, Ahmed, Bowra, 2013; Lew, 2011; Mthembu, 2017; Satardien, Jano & Mahembe, 2019). This is testament to the importance of these three job-related variables in organisations (Islam, Khan, Ahmad, Ali, Ahmed, Bowra, 2013; Lew, 2011; Mthembu, 2017; Satardien, Jano & Mahembe, 2019). Albertus and Hamman-Fisher (2020), Birt, Wallis, and Winternitz (2004), and Hamman-Fisher (2009) argue that perceived fair management practices and treatment are the cornerstones of retaining employees in organisations. These authors support their views from two perspectives. Firstly, they acknowledge that a relationship exists linking how employees perceive they are being supported and their commitment to organisational goals (Albertus & Hamman-Fisher, 2020; Birt et al., 2004, Hamman-Fisher, 2009). Secondly, that management should acknowledge employees' positive outputs and reward them accordingly (Birt et al., 2004; Hamman-Fisher, 2009). Birt et al. (2004) perspectives are supported by Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2004), who are of the understanding that upholding a certain balance regarding what the organisation needs and what workers deliver, ought to be the rationale for acknowledging and compensating workers.

According to Eisenberger, Huntington, Hutchison and Sowa (1986), the perceived organisational support theory describes the interchange between employers and employees. Eisenberger et al. (1986) explain the theory of perceived organisational support as the degree to which it is perceived that employers' value and appreciate their employees' contribution towards achieving organisational goals. Two studies conducted by Albertus and Hamman-Fisher (2020) and Eisenberger, Stinglhamer, Vandenberghe, Sucharski and Rhoades (2002) show that perceived organisational support from supervisors is a crucial contributory factor to employees' commitment to organisational goals and their turnover intentions. Rhoades and Eisenberger (2002) maintain that when employers adopt satisfactory management practices

that make the employee feel that their contribution and well-being is valued, they reciprocate with heightened commitment, improved performance, increased citizenship, and reduced withdrawal behaviours.

The above views of Rhoades and Eisenberger (2002) resonate with Gouldner's (1960) stance on the norm of reciprocity. From Gouldner's (1960) perspective, staff members who perceive an elevated level of POS have a higher chance of reciprocating the organisations attitude with positive behaviours related to high levels of dedication to company's objectives and lower intentions to terminate their employment services (Gouldner, 1960). Similarly, Hom and Kinicki (2001), Martin and Roodt (2008) and Morrison (2004) maintain that organisational commitment is related to employee turnover. According to these proponents, when staff members are committed to their organisation, the turnover intention is low and vice versa (Hom & Kinicki, 2001; Martin & Roodt, 2008; Morrison, 2004; Zhou, 2017).

A review of earlier studies conceptualises the term organisational commitment in four ways, namely, as a single facet concept, an exchange-based concept, a multi-faceted concept, and a three-component model. From a single faceted interpretation, organisational commitment is regarded as an attitude that embraces employees classification, connection, and loyalty to an organisation (Porter, Steers, Mowday & Boulian, 1974, Satardien, Jano & Mahembe, 2019). Porter et al. (1974, p. 604) describe organisational commitment as "an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf." Another standpoint on organisational commitment is the "exchanged-based definition" (Alutto, Hrebiniak & Alonso, 1973; Becker, 1960). This perspective upholds the notion that employees are dedicated to the organisation centred on the positions they occupy, regardless of the stressfulness they experience in such positions. However, Becker (1960) and Alutto, Hrebiniak and Alonso (1973) believe that if staff members are offered alternative attractive benefits, they will leave an organisation to take up more lucrative propositions.

More specifically, Porter, Steers, Mowday and Boulin (1974) conceptualise organisational commitment as a multi-faceted dimension. These authors describe organisational commitment as an affective concept that comprises of three interwoven attitudes and intentions namely: 1) the principle and recognition of an organisation's objectives and ethics, 2) the ability and keenness to exercise effort in support of the organisation, and 3) to have a want to continue their membership with the organisation.

Building on Porter et al. (1974) model, a three component model of organisational commitment was established (Allen & Meyer, 1990). An extension to the affective commitment dimension, two additional dimensions, namely, normative commitment and continuance commitment were included in the commitment construct (Allen & Meyer, 1990). They explain normative commitment to describe the behaviour considered to be morally right, rather than behaviour to fulfil personal goals (Allen & Meyer, 1990). Normative commitment, they describe to imply the feelings that loyal employees feel because they believe they should be loyal to an organisation (Allen & Meyer, 1990). Continuance commitment is referenced to the employee's awareness of cost associated with terminating their services with an organisation (Allen & Meyer, 1990). In view of the above, this study will uphold Meyer and Allen's (1991) view that the relationship an employee has with their organisation may be best comprehended by simultaneously considering all three components, that is affective commitment, normative commitment, and continuance commitment.

Furthermore, Rhoades and Eisenberger (2002) who examined 70 studies found a significant positive relationship between POS and the aspiration of employees to remain in their organisation whilst also discovering a significant negative relationship between POS and turnover intentions. According to Hom and Grieth (1991), the concept of turnover intention can be explained as the relative strength of an employee's intent toward voluntary permanent withdrawal from an organisation. A definition provided by Liu, Liu and Hu (2010) describes turnover intention as a worker's judgement to terminate their employment with an organisation voluntarily. Benko and Weisberg (2007) believe that turnover intentions is an important variable to observe in an organisation, as a result of the potential negative impact it may have on an organisation's sustainability in the economy.

Two studies conducted in the United States found that to achieve organisational success, it is crucial to effectively manage human investment and human capital (Gaan, 2007; Tracey & Hinkin, 2008). Tracey and Hinkin, (2008) advises organisations to be aware of the costs of turnover in their organisations, the issues that contribute to turnover and the implementation of procedures and policies to retain valuable employees (Tracey & Hinkin, 2008). South African academics, Albertus and Hamman-Fisher (2020) and Pienaar, Sieberhagen, and Mostert (2007) suggest that it is essential to identify the reasons of employees' intent to resign and ascertain the factors which are associated with member's intent to exit or to continue their membership with the organisation. They purport that the evidence will offer employer and scholars with an

opportunity to proactively manage the retention of talented staff members (Albertus & Hamman-Fisher, 2020; Pienaar, et al., 2007).

Furthermore, Rhoades and Eisenberger (2002) reported a correlation, linking perceived organisational support to withdrawal behaviours, for instance, nonattendance and tardiness (Rhoades & Eisenberger, 2002). In another analysis overseen by Allen, Shore and Griffeth (2003), they too discovered a correlation linking perceived organisational support and withdrawal behaviours, for instance, organisational turnover. Attiah and AbouDahab (2017) maintain that although previous research on turnover has been reviewed comprehensively in developed countries for example the United States, Australia and China, minimum attention was given to developing countries like Egypt (Attiah & AbouDahab (2017). Given this, the scholars suggest that turnover intentions are managed strategically in organisations (Attiah & AbouDahab, 2017).

Hussain and Asif's (2012) study revealed that organisational commitment and perceived organisational support are the key determinants that shape an organisation's culture. According to Hussain and Asif (2012), improved employee organisational commitment amongst members encourage an organisational culture that promotes an attachment and ownership; making members feel fulfilled, dependable, and committed to being effective in organisations. Hussain and Asif (2012) reveal in their research finding conducted on 230 Telecom employees that an elevated level of perceived organisational support improves commitment and tenure among members of the organisation, which in the end decreases turnover intents. According to South African scholars such as Albertus and Hamman-Fisher (2020) and Van Schalkwyk, Du Toit, Bothma and Rothmann (2010), employee turnover has a damaging effect on organisational effectiveness, therefore it is imperative to pinpoint the determining factors of employees' intent to exit the organisation. Failing this, the authors envisage perpetual turnover difficulties within organisations as measures to lessen this problematic phenomenon are hard to identify (Van Schalkwyk, et al., 2010).

The underlying assumption is that perceived organisational support and employee commitment to an organisation will contribute to the retention of employees and long-term success of an organisation. Furthermore, employers' support may increase employee commitment and reduce employees' intention to terminate their employment with an organisation. The fact that organisational support and employee commitment may influence employees' intentions to remain within organisations necessitates that closer attention be paid to these variables.

1.2 PROBLEM STATEMENT

Although numerous investigations have been performed on the nature of the associations between perceived organisational support, organisational commitment and turnover (Islam, Khan, Ahmad, Ali, Ahmed, Bowra, 2013; Mthembu, 2017; Satardien, Jano & Mahembe, 2019), there are not many studies that have been conducted on these constructs in the cash-in-transit industry in South Africa. The literature shows that employee turnover has been widely studied in numerous workplaces in the United States (Blomme, Van Rheede, & Tromp, 2010; Iverson & Deery, 1997; Nadiri & Tanova, 2010) and South Africa (Pienaar, Sieberhagen, & Mostert, 2007; Van Schalkwyk et al., 2010), yet little literature was found that focused on this phenomenon in the cash industry in South Africa. More particularly, although the phenomenon has been passionately researched from various perspectives in various industries in the Department of Industrial Psychology at the University of the Western Cape, where this inquiry is being supervised (Loedewyk, 2011; Morar, 2011; Williams, 2008), to date an investigation into this phenomenon in the cash-in-transit industry has not been carried out. Furthermore, an examination of the literature on the cash industry in South Africa show that studies mainly explored the criminological perspective that occur in the cash-in-transit domain (Burgess 2018; Koekemoer, 2015; Mutsvunguma & Gwandure, 2011, Thobabe, 2014). The literature also shows one scientific study conducted to investigate the social support central to cash-in-transit guards' psychological well-being, as it relates to job burn-out (Poisat, Mey & Theron, 2014), and another that researched the emotional welfare of employees who manage cash in a bank in South Africa (Mutsvunguma & Gwandure, 2011). However, it was challenging finding reports that focused on exploring perceived organisational support and employee commitment to lessen the high turnover experienced in the cash-in-transit industry, a vital and significant sector of the South African economy.

This privation of literature on the above phenomenon was found even though employee retention is regarded as a critical human resource strategy in the cash industry in the United States and South Africa. In fact, in 2018 employees in the cash industry in South Africa demanded the right to be supported by employers in a very dangerous occupation (Mabuza, 2018). Consequently, in a memorandum handed over by Mdumiseni Mabaso, the Secretary General of the Motor Transport Workers Union of South Africa, the following was conveyed: "Without these workers, South Africa could not function and they need to be protected whilst

performing their duties in such a crucial and important sector of the economy.” (Mabuza, 2018). Moreover, the South African Sunday Times (Mabuza, 2018), report that the cash and hospitality industry displayed higher turnover percentages in comparison to other industries.

According to the Cash in Transit Association of South Africa (CITASA), the 22nd of January 2022 marked the 17th cash-in-transit (CIT) heists, since the start of the 2022 (Mlamla, 2022). It appears as though cash-in-transit companies have been able to protect cash at its holding centres with sophisticated security systems (Mlamla, 2022; Poisat et al., 2014) However, it is whilst the cash is in transit that employees are at risk of being confronted by violent crimes (Poisat et al., 2014; Security Focus, 2012). A large amount of research studies has been conducted on workplace violence, however, to exclude an investigation of employees’ turnover as a consequence of POS and organisational commitment is a gap that this research aims to fill.

1.3 RATIONALE FOR THE RESEARCH

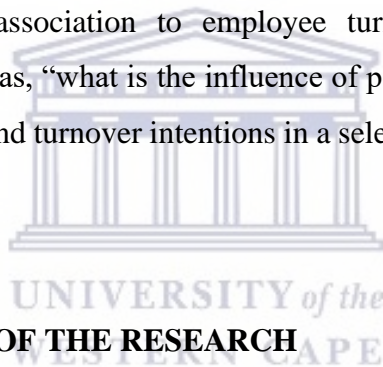
According to Latorella and Prabhu (2002), the lack of support by managers to employees within the cash industry may lead to serious consequences for service delivery, client satisfaction and employee security. These authors recommend that cash companies support employees by investing in strategies that enable their employees to provide high level service delivery to their customers. To this end, Charan et al. (2001) report that one cash company in the United States spends a substantial amount of money on training initiatives to support their employees in performing their roles. This has resulted not only in better skilled employees, but also employees, that are extremely dedicated and loyal to their company’s imperatives (Charan et al. 2020).

Rhoades and Eisenberger (2002) argue that when employers appreciate their employee’s efforts and care about their health and wellness, employees reciprocate positive behaviours towards their employers because they perceive their organisation to support them. These researchers explain that consequently, employees reciprocate by caring about the organisation’s interests. More specifically, these authors argue that supported employees commit by contributing their efforts towards achieving organisational objectives (Rhoades & Eisenberger, 2002).

Pillai, Schriesheim and Williams (1999) and Jung and Avolio (2000) found that positive leadership behaviour in organisations result in improved work enjoyment and subsequently

increased commitment to the organisation. In accordance with Döckel (2003) and João (2010), management practices which includes a sense of work/life balance, remuneration, management nurturance and assistance, communication, acknowledgement and rewards, talent management, job fulfilment and growth possibilities shape how committed employees are to an organisation. What is more, is that these practises; which include employee commitment has a significant influence on retaining staff (Döckel, 2003; João, 2010). Moreover, a literature review completed by Mankanjee, Hartzler and Uyz (2006) states that an influential predictor of perceived organisational support is organisational commitment and turnover (Foong-Ming, 2008; Tumwesigye, 2010).

The cash-in-transit company that participated in this research investigation is experiencing high turnover rates. What is unusual is that its employees are resigning despite the current high unemployment rates in South Africa (Department of Statistics, 2020). Given the critical role that the cash-in-transit industry plays in the South African economy, it is crucial to be acquainted with the reasons association to employee turnover. Given the above, the overarching research question was, “what is the influence of perceived organisational support on organisational commitment and turnover intentions in a selected cash-in transit company in South Africa?”



1.4 AIM AND OBJECTIVES OF THE RESEARCH

The main objective of this research investigation was to analysis the relationship among the three main research variables: perceived organisational support, organisational commitment, and turnover intention in a selected cash-in-transit company in South Africa.

Given the aim, the specific research objectives are:

1. To determine the relationship between organisational support and turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.
2. To determine if there is a relationship between the dimensions of organisational commitment (namely, affective, continuous and normative commitment) and turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.

- 3 To determine whether there is a relationship between employees perceived organisational support and the dimensions of organisational commitment (specifically, affective, continuance and normative commitment) amongst employees in a selected cash-in-transit company in the cash industry.
- 4 To determine whether perceived organisational support or organisational commitment is the best predictor of turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.
- 5 To determine which of the three dimensions of organisational commitment (namely affective, continuance and normative commitment) is the best predictor of turnover intentions in a selected cash-in-transit company in the cash industry.

1.5 RESEARCH HYPOTHESES

From the above research objectives, the following hypotheses were formulated:

H1: There is a significant relationship between perceived organisational support and turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.

H2: There is a significant relationship between the dimensions of organisational commitment (namely, affective, normative and continuous commitment) and turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.

H3: There is a significant relationship between perceived organisational support and the dimensions of organisational commitment (specifically, affective, normative and continuous commitment) amongst employees in a selected cash-in-transit company in the cash industry.

H4: Either perceived organisational support or organisational commitment is the best predictor of turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.

H5: Of the three dimensions of organisational commitment, either affective, normative or continuous commitment is the best predictor of turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.

1.6 SIGNIFICANCE OF THE STUDY

Although turnover is a major concern of interest to organisations, there is a lack of research that seeks to comprehend the aetiology and/or impacting components of turnover intents amongst employees within the cash-in-transit industry. At the time of reviewing literature in the cash-in-transit industry, very little has been found to be researched and written on in relation to perceived organisational support and organisational commitment that influence employees' turnover intentions within the cash-in-transit industry. Given the paucity of research on this phenomenon, it had become essential to discover why the employees in this selected cash-in-transit organisation were resigning as well as uncover whether perceived organisational support and commitment had an impact on turnover intentions, as found in similar studies performed at the research site in other industries in South Africa.

Hence, by examining the influence of organisational commitment and perceived organisational support on turnover intentions, this study contributes towards an understanding of turnover intentions within the cash-in-transit industry.

1.7 KEY TERMS DEFINED

- *Perceived Organisational Support*

Perceived organisational support is well-defined as a person's belief regarding the degree to which their company appreciates their efforts and considers their welfare (Eisenberger et al., 2004). Moreover, perceived organisational support is assessed as a guarantee that support from the organisation will be promptly accessible when assistance is required to perform employee responsibilities effectively or when faced with challenging circumstances (Rhoades & Eisenberger, 2002).

- *Organisational Commitment*

Organisational commitment is a notion described as an acceptance and acknowledgement of the company's objectives and ethics. It is a willingness displayed by employees to employ significant energy in the best interests of the organisation and demonstrate an intense desire to uphold affiliation with the organisation (Tnay, Othman, Siong, Lim, & Lim, 2013).

According to Meyer and Allen (1997), organisational commitment as a psychological state-of-mind that illustrates an individual's connection to their organisation, and this relationship influences their decision to continue membership in the institution.

- *Turnover Intentions*

Turnover intent is described as an employee's personal opinion regarding their desire to no longer want to remain an employee at their organisation and that they plan to terminate their membership in the near future (Boshoff et al., 2002).

- *The Cash Industry*

The Cash Industry provides services and solutions for the processing, managing, and transportation of cash and additional objects of high value and risk.

1.8 SUMMARY OF THE CHAPTER

The first chapter displayed an outline of research variables under investigation as well as unpacked the rationale for the examination. The objectives of this study underline the area of focus for this investigation which is turnover intention, and its relationship to organisational support and organisational commitment. Additionally, this section also reveals the research hypotheses and explains the related key concepts. To conclude, an overview of the chapters to follow below.

1.9 OVERVIEW OF THE STUDY

Chapter Two presents an in-depth review pertaining to the literature of perceived organisational support, organisational commitment and turnover intentions as the research variables in this analysis. Additionally, this chapter presents the inferences and findings of previous research studies on these variables to provide an understanding and build towards a comprehensive case in support of the problem statement.

Chapter Three focuses on the methodology applied in this research study. This includes the design of the research as well as the technique of data collection. The research tools/instruments that was used will be presented in addition to the reliability and validity properties will be

outlined. This section concludes by presenting the statistical procedures utilised to examine and analyse the problem of the research.

Chapter Four provides the research discoveries, obtained through data collection. Further to this, it aims to present clarifications of the research data with respect to the hypotheses of the study.

Chapter Five presents an analysis of the research discoveries in relation to previous research learnings done supporting the conclusions of the presented research. Additionally, recommendations for future research studies will be suggested in relation to the limitations listed as well as recommendations for the organisation will be proposed.

The chapter to follow (Chapter Two) provides an overview of the research constructs being explored in the research.



CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter two presents a synopsis of the literature pertaining to the key research constructs under investigation in the present research enquiry. Primarily, the construct of organisational support will be investigated. Thereafter, an examination of Meyer and Allen's three component model of organisational commitment (namely, affective, continuance and normative commitment) will be provided. Following Meyer and Allen's organisational commitment model, an analysis of turnover will be proposed. Previous research reports that focus on the key research constructs being perceived organisational support, organisational commitment and turnover intentions will be presented in this chapter. As there is a paucity of research enquiries completed in the cash industry, examinations completed in other industry streams will be explored.

2.2 PERCEIVED ORGANISATIONAL SUPPORT

2.2.1 INTRODUCTION

As stated by Lok, Westwood and Crawford (2005), perception can be defined as a multiplex principle that involves individuals selected sensory stimuli and the arrangement of each stimulus, forming a logical and purposeful figure about a specific phenomenon. According to Lok et al. (2005), as individuals' attitudes and perspectives are formed by their perceptions, specific feelings are also being generated. Many researchers maintain that individuals within the workforce who feel connected and supported by their organisation are likely to perceive the organisation as supportive (Rhoades & Eisenberger, 2002). Organisational support assist individuals with determining the organisations' willingness to fulfil employee socio-emotional requirements of association, appreciation, and esteem, as well as remunerate employees for improved determination and work-performance. The scholars claim that perceived organisational support is understood to be an individual level concept (Eisenberger et al., 1986).

Globally, many studies have been conducted on the relationship between perceived organisational support and other human related matters in organisations (Rhoades & Eisenberger, 2002). In as early as 1999, a group of researchers in the United States, Wayne,

Shore and Linden (1999) developed a model and tested the antecedents and significances of perceived organisational support on leadership-membership exchange. In another study conducted in Malaysia, an investigation was completed to examine the correlation that exists between transformational organisational justice, management-membership interchange, perceived organisational support, faith in leadership and organisational citizenship behaviour, leadership behaviour (Asgari, Silong, Ahmad, & Samah, 2008). A more recent study in China examined the intermediating influences of frontline employee burnout in connect to perceived organisational support and turnover intention (Wang & Wang, 2020). The above studies attest to the consistent significant role that perceived organisational support has on other human related matters in organisational globally.

2.2.2 PERCEIVED ORGANISATIONAL SUPPORT DEFINED

The concept perceived organisational support was first coined in the United States in 1986 by Eisenberger and his colleagues (Eisenberger et al., 1986). They conceptualise perceived organisational support as the perception that organisations care about their employees (Eisenberger et al., 1986). Further, the scholars explain that perceived organisational support can be unpacked in two ways: (i) a sense that the company appreciates individual's efforts that is underlined by achievement and compensation expectations and (ii) a perception that the company is concerned about individual welfare that is underlined by the necessity to fulfil socio-emotional desires within the employment environment (Rhoades & Eisenberger, 2002). In view of the above, many organisational scholars claim that inside the employee-employer relationship, not only are employees assets for money, service, and data, but also socio-emotional properties that require appreciation, admiration and support considered (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

According to Wang and Wang (2020), perceived organisational support has been instrumental in increasing employee performance, lessening employee burnout and reducing turnover intentions amongst employees. Their investigation captured a sample of four hundred and twenty-one front line gas station employees in China. The experiment was completed on frontline employees - which included male and female gas station attendants, bookkeepers, and salespeople, who provided retail and wholesale services for both oil and non-oil products. POS played an instrumental role in enhancing work functioning and decreasing employee burnout and turnover. The sample reported that greater support from the organisation decreases the

undesirable effects of burnout and turnover intention. They argue that if employers aspire to reduce turnover intentions, they should provide employees with appropriate organisational support. This will consequently decrease the likelihood of burnout as well. They believe that organisation support is shown by expressing their condolences, providing the provision of holiday incentives , organising staff daytrips and, organising for staff recreation. These are considered appropriate interventions to demonstrate organisational support. When organisations offer greater organisational support, it decreases workplace burnout and turnover intention amongst employees. For that reason, organisations need to focus on workplace burnout amongst employees. It is crucial that organisational support is put into operation effectively aimed at increasing POS and subsequently decreasing burnout, occupational stress and turnover intention. Levinson states that employees are inclined to perceive actions by leaders/managers as acts performed by the organisation itself consequently, personifying and humanising the institute (Levinson, 1965 cited in Eisenberger et al., 2001).

The above study of Wang and Wang (2020) is in line with the assertion of Eisenberger and his colleagues (Eisenberger et al., 1986; Eisenberger et al., 2001). Both Eisenberger et al (2001) and Wang and Wang (2020) believe the following three requirements are necessary for perceived organisational support to reside in organisations. Firstly, that organisations have a financial, ethical and legal obligation towards its workforce. Secondly, that company practices and policies provide employee stability. Finally, that organisation exercises power and influence over individual employees (Eisenberger et al., 2001).

Eisenberger et al. (2001) postulates that a relationship exists between employee expectancies, incentives, and the employee-organisation connection. This connection, they refer to as an exchange relationship. They explain that the reward does not have to be calculable. Rather, it could be—affirmation, or recognition of good efforts, and the perception that work was completed successfully. As stated by Eisenberger et al. (1986), perceived organisation support, showed through these rewards, increases employee motivation, and encourages dedication to the company; as employees become more committed to the company (Eisenberger et al., 1986).

Allen, Shore and Griffeth (2003), Aselage and Eisenberger (2003) and Rhoades and Eisenberger (2002) believe that perceived organisational support facilitates the company's involvement in a positive exchange with the workforces. This results in employees wanting to accomplish more to pay back for perceived organisational support received from their

organisation Building on this, Dawley, Houghton and Bucklew (2010) discovered that the social exchange between employees and their organisations are most valuable when its beneficial to both parties (Dawley et al., 2010). Asgari et al. (2008) assert that managers should cultivate a transactional relationship with their employees since it will increase employee's perception of organisational support.

2.2.3 PHILOSOPHIES OF PERCEIVED ORGANISATIONAL SUPPORT

According to Rhoades and Eisenberger (2002), the model known as the norm of reciprocity is often used to explain the concept of perceived organisational support. The model of reciprocity (refer to Figure 2.1) is based on the principle that people should assist individuals that have assisted them and in time, may come to expect that others will return such behaviour. The model of the norm of reciprocity is strongly connected to the principles associated to the social exchange relationship, which propose that employees make decisions and act by knowingly or unknowingly evaluating the rewards and costs of their association to the organisation (Gouldner, 1960; Shanock & Eisenberger, 2006).

The social exchange theory and the organisational support theory are philosophies used to describe perceived organisational support. These theories will be briefly examined below.

2.2.3.1 The Social Exchange Philosophy

According to the Social Exchange Theory, the exchange relationship influences social behaviour. The framework built on a combination of behaviourism and basic economics. The social exchange philosophy is often used to enhance understanding of the reciprocal relationship that progresses between an organisation and its employees (Dawley, Andrews & Bucklew, 2008). The principle of this theory proposes that employees will perceive higher degrees of organisational support and feel indebted to reciprocate, when their organisation treats them fairly and recognises their efforts (Dawley et al., 2008). The reciprocal action showed by employees might include higher organisational commitment, decreasing turnover intentions (Allen et al., 2003).

2.2.3.2 The Organisational Support Philosophy

The Organisational Support theory suggests that individuals tend to allocate humanlike characteristics to their organisations and are aware of the ways in which their organisations deal with their employees with the purpose of determining the depth of support received from their organisation (Aselage & Eisenberger, 2003). The philosophy of the organisational support theory is considered an application of the reciprocity norm between the employer and employee (Rhoades & Eisenberger, 2002). Based on this principle, the theorists argue that individuals try to recompense their organisation for the high degrees of support received (Rhoades & Eisenberger, 2002). Employees do so through amplifying their work efforts to help their organisation in achieving its objectives (Scott, Restubog, & Zagenczyk, 2013).

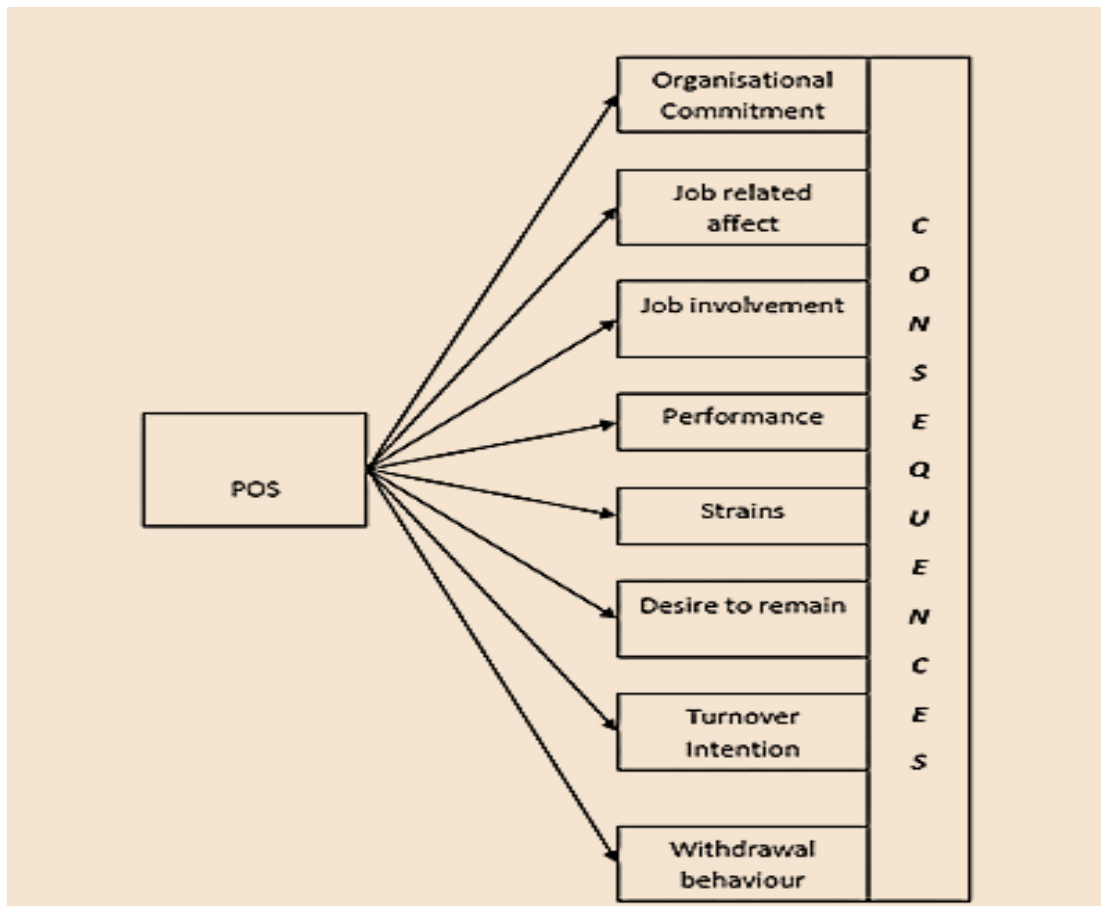
According to Shoss et al., (2013), the organisational support theory also explains the psychological consequences of perceived organisational support. Eisenberger et al. (2001) declare that the appreciating, assisting, and admiration showed through perceived organisational support satisfy an individual's socio-emotional necessities/needs, leading to employee's role and social identity. In addition, Eisenberger et al. (2001) claims that perceived organisational support is known to increase an individual's trust in the organisation by recognising and remunerating hard work and excellent performance. These procedures have beneficial consequences for both employees (e.g., enhanced work fulfilment and enhanced positive emotions towards the organisation) as well as for the organisation (e.g., amplified affective commitment and accomplishment, and decreased turnover) (Rhoades & Eisenberger, 2002).

2.2.4 SIGNIFICANCE OF PERCEIVED ORGANISATIONAL SUPPORT

Strengthening an employees' perception of organisational support is crucial to the reciprocation of positive behaviour from employees (Rhoades & Eisenberger, 2002). Krishnan and Mary have uncovered numerous positive consequences of organisational support as depicted in Figure 2.1.

Figure 2.1

Consequences of Perceived Organisational Support by Krishnan & Mary (2012)



Source. Krishnan, J., & Mary, V. S. (2012). Perceived organisational support—an overview on its antecedents and consequences. *International Journal of Multidisciplinary Research*, 2(4), 2-3.

Once an employee thinks that their organisation is concerned about their inputs and welfare, they will interchange those thoughts (Rhoades et al., 2001). Quite a few consequences of organisational support were identified by Rhoades and Eisenberger (2002) (such as, performance, job satisfaction, job-related affect, organisational commitment, job involvement and retention). In line with the objective of this analysis, organisational support consequences will be divided into behavioural and psychological consequences.

2.2.4.1 Behavioural Consequences of Perceived Organisational Support

There are three behavioural consequences of perceived organisational support, as shown by the literature, namely, job satisfaction, intention to quit and organisational commitment. These will be discussed below:

Job Satisfaction

According to Maan, Abid, Butt, Ashfaq and Ahmed (2020), perceived organisational support has been conceived to impact an individual's over-all affective responses to their work, which includes satisfaction on the job. Eisenberger et al. (2001) and Eisenberger et al. (1997) discovered a significant positive connection between job satisfaction and perceived organisational support. They purport that perceived organisational support contributes to job satisfaction through the attainment of socio-economic requirements, improving functioning and in turn reward opportunities as well as signalling accessibility of aid when required (Eisenberger et al., 2001). This resonates with a study carried out in the service and manufacturing industry (Maan et al., 2020). Maan et al.'s (2020) discoveries reveal that perceived organisational support not only significantly influences psychological liberation, but also job satisfaction.

Intention to quit

Perceived organisational support and intention to resign, and the relationship thereof, has been extensively explored (Eisenberger et al., 1990; Lamm, Tosti-Kharas & King; 2015). Lamm, Tosti-Kharas and King (2015) argue that individuals who have high perceived organisational support are unlikely to pursue other employment opportunities. Albertus and Hamman-Fisher (2020) found a significant negative correlation between perceived organisational support and intention to quit employment. Organisational support with respect to an employees' well-being has been demonstrated as a strong predictor of employees' turnover intent (Hussain & Asif, 2012). As workers usually react favourably to the support received from their companies, it is predicted that perceived organisational support would inspire a compelling desire to remain with the company (Sherony & Green, 2002; Imran et al., 2020).

Organisational Commitment

Perceived organisational support is understood to strengthen an individual's emotional connection to the institute and his/her expectation that better work performance and

determination should be remunerated (Eisenberger et al., 1986). Based on the reciprocity model, perceived organisational support creates a sense of dedication to care about the organisation's well-being and strengthen affective commitment through satisfying socio-economic needs (Eisenberger et al., 1986). Perceived organisational support would provoke employees' sense of responsibility to the company and this feeling of responsibility might be fulfilled by means of increased organisational commitment (Eisenberger et al., 2001).

2.2.4.2 Psychological Consequences of Perceived Organisational Support

The literature shows at least four psychological consequences of employees perceived organisational support of employers (Asgari et al., 2008; Imran, Elahi, Abid, Ashfaq & Ilyas, 2020; Rhoades & Eisenberger, 2002; Wang & Wang, 2020). Firstly, based on reciprocity, perceived organisational support ought to produce a felt obligation to care about the organisation and its goals (Asgari et al., 2008). Secondly, the psychological experience of appreciation, support, and respect experienced; as a by-product of perceived organisational support is shown to fulfil employees' socio-emotional needs, which triggers employees to organisational association into their social identity (Eisenberger, 2002). Thirdly, perceived organisational support should facilitate an employer's obligation by acknowledging and remunerating outstanding employee performance (Wang & Wang, 2020). This affirms employees' belief that the organisation recognises and rewards good performance (Eisenberger, 2002). Fourthly, that perceived-organisational support indirectly influences employees work engagement through thriving and flourishing (Imran et al., 2020).

2.3 ORGANISATIONAL COMMITMENT

2.3.1 INTRODUCTION

The literature reveals that organisational commitment has been extensively researched to examine its relationship to other variables in the organisational and industrial psychology profession (Allen, & Meyer, 1996; Chen, Wang, & Sun, 2012; Tladinyane, 2012). Many studies that have been conducted investigate organisational commitment in relation to employee behaviour, turnover, employee welfare and job fulfilment (Ahmad, Firman, Smith & Smith, 2018; Suliman & Iles, 2000). To add to this, researchers have found that dedicated employees adapt and undertake ongoing transformation more voluntarily than uncommitted employees (Suliman & Iles, 2000). Many studies have demonstrated that employee commitment is a critical component in attaining organisational success (Ahmad, Firman, Smith

& Smith, 2018; Roodt, 2004). A study undertaken in a higher education and training institution in South Africa revealed a negative correlation between commitment and turnover intentions (Fortuin, 2017).

2.3.2 ORGANISATIONAL COMMITMENT DEFINED

Organisational Commitment has been defined by several theorists in different ways. According to Meyer and Herscovitch (2001), commitment is (i) a stabilising and obliging force and (ii) directs behaviour. Currie and Dollery (2003), conceptualise organisational commitment as the depth of an individual's relationship with, and contribution to the organisation. Suliman and Iles (2000) on the other hand suggest that organisational commitment is an attachment or link of an employee to the institute. Furthermore, theorists Martin and Roodt (2008) purport that academics frequently define organisational commitment as an individual's emotional connection to an institute.

As stated above, commitment can be explained in various ways and committed people can be committed to various institutions. However, the definition of organisational commitment most suitable for this study, is from the perspective of Meyer and Allen's research completed in 1996 (Meyer & Allen, 1996). Meyer and Allen's (1991) three-component model of organisational commitment could be considered a leading model in organisational commitment enquiry and has endured the most extensive experimental assessment (Meyer & Allen, 1997). The various dimensions are defined in the three-component model of commitment as affective, continuance and normative (Meyer & Allen, 1991). Allen and Meyer (1996) outline organisational commitment as the emotional connection amongst the individual and the company, which makes it improbable for that individual to choose to leave willingly. The model is based on the observations that there are similarities and differentiations in the existing unidimensional constructs of organisational commitment (Meyer et al., 2004). The commonness presents the idea that commitment links an employee to an institute and diminishes the notion that employees intent to end their employment (Meyer et al., 2004).

For the intentions of this analysis, Meyer and Allen's (1996) model of Organisational commitment will be described in the following section.

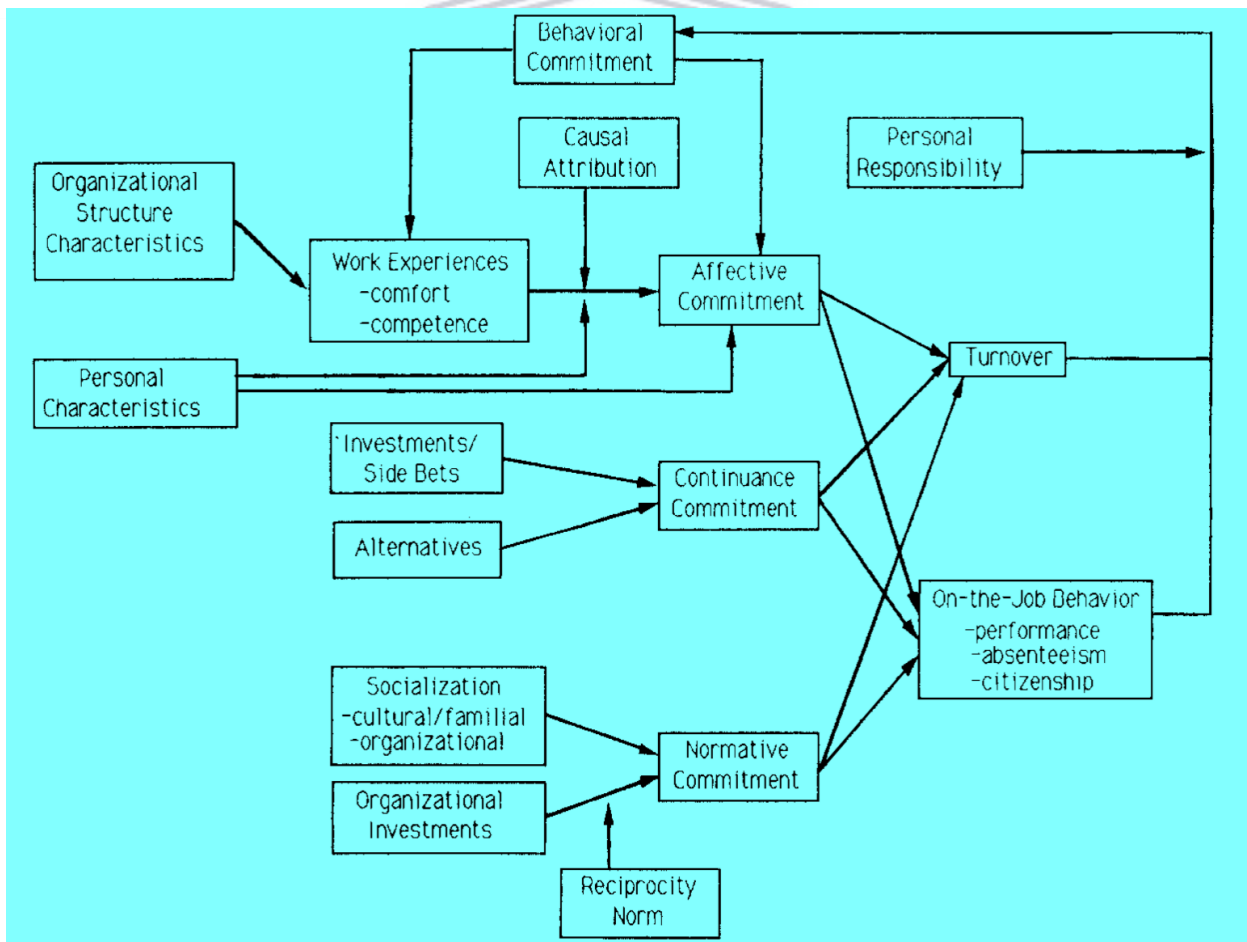
2.3.3 ORGANISATIONAL COMMITMENT: MEYER AND ALLEN'S MODEL

The model of organisational commitment, as defined by Meyer and Allen (1991), is a three-dimensional model which consist of, affective, continuance and normative commitment. Meyer and Allen (1991) claim that the three components signify either (i) a desire (affective commitment), (ii) a need (continuance commitment), or (ii) a duty (normative commitment) to sustain service in an organisation.

Figure 2.2 illustrates Meyer and Allen's (1991) three-component model, indicates the antecedent and consequences of all three components of organisational commitment: affective, continuance and normative.

Figure 2.2

Meyer and Allen (1991) Three-component model of Organisational Commitment



Source. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*, 61-89.

As stated by Meyer and Allen (1991), the primary explanations for distinguishing between the distinctive types of organisational commitment is that the distinction forms of organisational behaviour have been found to have various implications for behaviour. Meyer and Allen (1991) propose that affective, normative and continuance commitment will possibly mature due to the diverse work-related experiences employees have with the organisation. These experiences have a diverse effect on their-job performance and turnover.

2.3.3.1 Affective Commitment

The development of affective commitment significantly relates to the exchange principle. According to Meyer and Allen (1997), an individual devotes him or herself to an organisation in exchange for the incentives obtained or the consequences avoided. Meyer & Herscovitch (2001) argues that affective, also known as psychological connection to the organisation which is considered the most predominant dimension illustrating organisational commitment. Heery and Noon (2001) believe that affective commitment is shown when employees stay with an organisation because they believe in its ethics, purposes and consequently have a feeling of loyalty. This type of commitment results in organisational members staying with the organisation because they *want to* (Meyer & Allen, 1991). Employees with positive affective commitment remain with the organisation as they understand their ambitions and ethics to be well-matched to that of the organisation (Klein, Becker & Meyer, 2009).

According to Klein, Becker and Meyer (2009), individuals that are committed on an affective level remain with the business as they feel an inner subjective occupational connection that is compatible to the objectives and ethics of the organisation. Allen and Meyer (1996) hypothesise that affective commitment depicts an alliance that employees' sense between their organisation and their personal value structure and wants. As said by Allen and Meyer (1996), affective commitment is undoubtedly the most desired component of commitment and the component organisations would certainly want to improve within the organisations as it entails work personnel having a psychological attachment to the organisation.

Manetjie and Martins (2009) discovered that individuals who that have affective committed are inclined to sustain his/her relationship with the organisation than individuals who have normative or continuance committed. In a longitudinal study, Porter, Crampon, and Smith (1976) measured the attitudes of 212 managerial trainees. Their attitudes of the sample was evaluated in connection to the well-defined variables of affective commitment involving the desire to stay with the organisation, employees willingness to put high-level effort into what they do, and a feeling of being able to relate to the ethics of an organisation. Porter et al. (1976) discovered that individuals who displayed low levels of commitment to an organisation within the first week of employment were more likely to leave the organisation. Furthermore, the researchers discovered that emotions of “disaffection” were a precursor to eventual turnover. The research study created a foundation for future studies that have found a significant relationship between low levels of affective commitment levels and absenteeism and work performance (Mercurio, 2015; Porter, Crampon, & Smith, 1976).

2.3.3.2 Continuance Commitment

According to the literature, continuance commitment originated from Becker’s (1960) side bet theory. The theory aims to highlight the relationship between recognised side-bets and employee commitment. Becker (1960) argue that ‘side-bets’ occur when individuals chose the greatest cost related to a specific action (Amedi & Lundkvist, 2018). To specify it more;

[...] side-bets refers to anything of importance that an employee has invested, such as time, effort or money, that would be lost or devalued at some cost to the employee, if he or she left the organization (Amedi, & Lundkvist, 2018).

Employees who are subject to continuance commitment stay with an organisation because they feel they need to or *have to* (Meyer & Allen, 1997). This implies that employee commitment could be related to the realisation that the financial sacrifices linked to leaving the organisation outweighs the sacrifices of remaining at the organisation (Amedi, & Lundkvist, 2018). Meyer and Allen (1997) maintain that continuance commitment represents the degree to which the individual feels committed to the organisation established in relation to years of service. Under these conditions, individuals could be worried about what they could forfeit in respects of retirement funds, disturbing social networks, and information attained if they decide to terminate their employment and seek alternative opportunities. According to Amedi and

Lundkvist (2018), employees with continuance commitment probably will do only as obligatory in turn to retain their employment.

As stated by Becker (1960), the probability of employees staying with a company will undoubtedly be connected to the extent and amount of side bets they acknowledge and the different possible replacements. Previous research findings have linked adverse organisational consequences (for example, intention to resign) with continuance commitment (Amedi, & Lundkvist, 2018; Satardien, Jano & Mahembe, 2019). Meyer et al. (2002) findings show that turnover intention is negatively associated to continuance commitment. They propose that companies trying to reduce turnover intention must theoretically encourage continuance commitment (Meyer et al., 2002).

2.3.3.3 Normative Commitment

Normative commitment is connected to an employee's emotional state of obligation or responsibility to continue working at the organisation (Wasti, 2002). In this regard, employees hold a feeling of and a self-imposed obligation to stay employed at an organisation. The reason for this could be because they believe that staying with an organisation is the right thing to do, in spite of feeling unhappy and discontented at the organisation (Amedi, & Lundkvist, 2018). Both, Wasti (2002) and Mckeever (2018) view normative commitment as a feeling of obligation to remain working with an organisation may be an outcome of internalising normative pressures exercised on an individual before entering the organisation (familial/cultural socialisation) or after entering (organisational socialisation). According to Wasti and Can (2008), there are two features which influence the development of normative commitment that is the role of socialisation (for instance, the way individuals are educated and taught to consider organisational loyalty) in addition to the acknowledgement of an advantage which will compel an individual to instead remain loyal to the institute than to resign.

Martin and Parfyonova (2009) further clarify that normative commitment may improve once the company gives its individuals 'rewards in advance' or if the organisation incurs expenses in providing service, for example, finances linked to upskilling the employee. A possible source or driving factor behind normative commitment is the psychological sense of obligation that an employee may have towards an organisation, the belief that an employee must be loyal to the employer (Meyer & Allen, 1997). It is as if a psychological contractual relationship exists between the employee and the organisation that in turns creates the feeling of obligational

responsibility towards an organisation (Meyer & Allen, 1997). Meyer and Allen (1997) maintain that the psychological bond is determined by economics (for instance, a commitment to work long hours for recognition or additional compensation), whilst a interpersonal emotional bond is determined by social exchange (such as, dedication to the organisation in exchange for occupational security) (Meyer & Allen, 1997). The framework of commitment established by Meyer and Allen (1990) recognises an association between the above-mentioned approaches and signify a powerful influence on turnover.

2.3.4 SIGNIFICANCE OF ORGANISATIONAL COMMITMENT

The literature shows that organisational commitment has an influence on many other important organisational variables (Allen, & Meyer, 1996; Chen, Wang, & Sun, 2012; Tladinyane, 2012). According to Maxwell and Steele (2003), one way to understand organisational commitment is to improve employee performance in organisations. Very often, organisation structures are such that for an organisation to be successful, its employees must perform in a way that exceeds expectations. Many scholars assert that organisational commitment can influence job satisfaction (Maxwell & Steele, 2003; McWatts, 2005), organisational effectiveness (Flu et al., 2009; Maxwell & Steele, 2003) and turnover intentions (Maxwell & Steele, 2003; Satardien, Jano & Mahembe, 2019; Sutherland & Jordaan, 2004). A discussion on how organisational commitment influences the aforementioned variables is discussed below:

2.3.4.1 Job Satisfaction

A research sample comprising of intellectual and support employees confirmed a significant positive connection between organisational commitment and job satisfaction (McWatts, 2005). Flu et al. (2009) study highlights that affective and normative commitment reveal a significant relationship with occupational fulfilment, while continuance commitment displayed no substantial influence on occupational fulfilment. An alternative analysis performed in the hospitality sector, uncovered a relationship between two of the organisational commitment sub-components (specifically, normative, and affective) and occupational fulfilment, while no association was found with continuance commitment (Namasivayam & Zhao, 2007). Discoveries of an analysis obtained in the hospitality industry showed clients disclosing reduced levels of occupational fulfilment, but greater levels of commitment to the organisation (Kim, Leong & Lee, 2005). As said by Popoola (2005), the relationship amongst greater

affective commitment and occupational fulfilment may influence an individual's intent to resign.

2.3.4.2 Organisational Effectiveness

In an analysis completed by Angle and Perry (cited in Flu et al., 2009) diverse outcomes were discovered in relation to the three commitment sub-scales. The researchers propose that the results could clarify the reasons why the overall commitment success associations were not discovered as significant in the study. According to Henkin and Marchiori (2002), findings taken from an experiment on chiropractic personnel in America and Canada, uncovered a significant relationship between organisational success and the components of commitment. Flatter degrees of organisational commitment in the work environment is connected to larger degrees of incompetence and unsuccessfulness (Popoola, 2005).

2.3.4.3 Turnover Intentions

The outcomes of the research analysis revealed that committed individuals had the smallest possible intent to resign where career advancement opportunities occur (Maharaj, Ortlepp & Stacey, 2008). There seems to be a fundamental association between turnover intents and organisational commitment (Sutherland & Jordaan, 2004).

In a study conducted to identify participants' intention to remain with an organisation, the results illustrated that continuance instead of affective commitment revealed to be meaningful in the employees decision to remain at the organisation (Birt, Wallis, & Winternitz, 2004). As indicated by Abbot, White and Charles (2005), affective commitment rather than normative commitment and continuance commitment serves as a cushion against intents to leave an organisation.

The outcomes obtained in a longitudinal analysis completed by Neininger, Lehmann-Willenbrock, Kauffeld and Henschel (2010), revealed that organisational commitment strengthens occupational fulfilment and decreases intention to leave the organisation (furthermore, that these properties progressively increase with time). As said by Lok and Crawford (2004), when individuals are discontented with their jobs, their commitment reduces, and they are more likely to search for alternative work prospects. Law (2005) maintains the view that affective commitment is the key sub-section of organisational commitment in predicting intent to quit employment.

2.4 TURNOVER INTENTIONS

2.4.1 INTRODUCTION

Two perspectives that dominate the literature on the view of turnover is that of Griffeth and Horn (Griffith & Horn, 2001) and Chen and Francesco (2003).

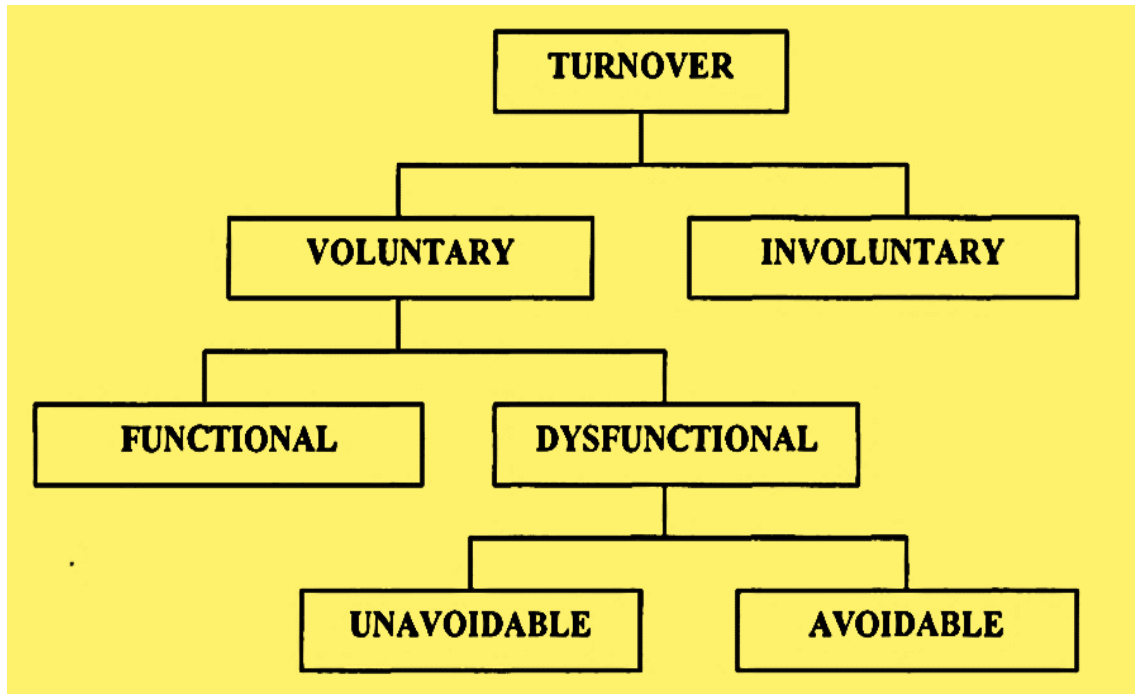
Griffeth and Horn (2001) define turnover is a procedure of disconnecting the employee from the organisation of employment. According to Griffeth and Horn (2001), turnover is not repeatedly a negative action because the prospects for promotion would be severely restricted if individuals did not explore and grow in other organisations. In addition, replacements from other organisations can introduce new concepts and knowledge into organisations (Parry, 2008). Furthermore, leaving an organisation may be necessary for certain marginally productive or overpaid individuals (Griffeth & Hom, 2001). It is beneficial to characterise exactly what is meant by unwanted turnover. When attempting to understand the difference, Griffeth and Horn (2001) propose the difference between voluntary and involuntary reasons for leaving.

Chen and Francesco (2003) state that voluntary turnover happens when an individual without restrictions decides to resign. Whereas, involuntary turnover is job departure instructed by the organisation which the individual has no control over. Furthermore, Griffeth and Horn (2001) are of the belief that voluntary turnover can be distinguished into functional and dysfunctional turnover. Functional turnover signifies the departure of sub-standard performers, namely, individuals the company does not believe are truly beneficial to the accomplishment of the business objectives. Dysfunctional turnover in contrast, signifies the departure of valuable performers or highly capable or skilled individuals who are not easily replaced and, consequently, their resignation is pricey for the organisation. As said by Chen and Francesco (2003), from an organisational view, unwanted turnover is together voluntary and dysfunctional.

The literature also shows a distinction between avoidable and unavoidable dysfunctional turnover. Unavoidable turnover signifies those individual departures that organisations cannot influence, for instance, terminations as a result of childbirth, permanent maintenance of relatives, immigration and death (Griffeth & Hom, 2001). The description of avoidable and unavoidable voluntary, dysfunctional turnover has assisted to explain this to a certain degree. Figure 2.3 summarises these differences mentioned above.

Figure 2.3

Griffeth and Horn's (2001) Definition of Undesirable Turnover



Source. Griffeth, R. W., & Horn, P. (2001). *Retaining valued employees*. Thousand Oaks: Sage Publications.

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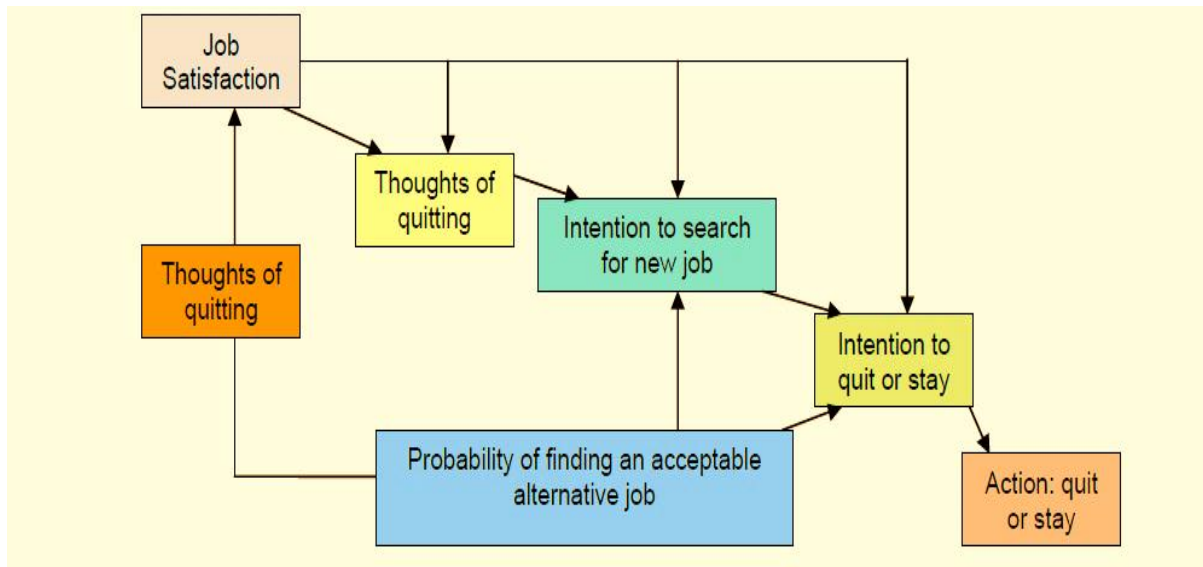
To accurately obtain the amount of undesirable turnover, functional, unavoidable, and involuntary turnover to a specific company should not be included in the study.

Turnover is an employee's chosen behaviour, signifying the concluding stage in a psychological process described as the withdrawal decision process (Harris & Cameron, 2005). As outlined by Mobley's (1977) the decision-making process to terminate employment from an organisation has several potential mediating stages between unhappiness and actual leaving. One of the primary effects of unhappiness is that it stimulates feelings of wanting to leave. These feelings, in sequence, motivate consideration of the expected helpfulness of an occupational search and the expenses of resigning. The second stage involves the behavioural intent to explore, which then is followed through by completing an actual job hunt. Replacements, if accessible, are then assessed and weighed against the current occupation. If another opportunity seems to be more beneficial than the current occupation, it will stimulate

a behavioural intent to leave followed through by an actual withdrawal (Griffeth et al., 2000). Figure 2.4 outlines this process.

Figure 2.4

Mobley's (1977) sequence of withdrawal cognition process



Source. Greenberg, J., & Baron, R.A. (1997). *Behaviour in organizations: Understanding and managing the human side of work*, (6th ed.). Prentice-Hall, New Jersey.

Griffeth et al. (2000) recognise numerous other features which predict or results in voluntary resignations. Many research studies have discovered these features and the power of their impact on turnover using survey methodology. The attention of this dissertation will now turn to the principal reason of turnover recognised in the literature, that being turnover intention, a significant variable in this research analysis

2.4.2 TURNOVER INTENTIONS DEFINED

Intent to leave is deemed to be a mindful and intentional desire to leave a company within the nearby future. This is depicted in Figure 2.4; as the last step in the withdrawal process (Sandhya & Sulphey, 2021). According to Otache and Inekwe (2021), three components occur in the withdrawal process specifically, feelings of leaving the organisation, the intent to explore

alternative opportunities somewhere else and the intent to leave/resign. Though Parry (2008) discovered that actual turnover and intending to were inspired by a distinct sets of influences, with intent to leave found to be an insignificant predictor of turnover actions, a great amount of research on turnover confirms intensely the predictive strength of turnover intentions. Griffeth et al. (2000) discovered that turnover intents are still the strongest predictor of turnover.

2.4.3 CONSEQUENCES OF TURNOVER INTENTIONS

Academics inspected the consequences and impacts of turnover on business success in studies of sociology, psychology, human resource management and economics (Allen et al., 2003). As maintained by Park and Shaw (2013), the outcomes of analyses completed on the consequences of turnover show that there are negative associations between turnover and organisational outputs, for instance transactions, after-sales service/customer service, returns, as well as the return on resources. Additional, Sandhya and Sulphrey (2021) suggest that each form of turnover would wound organisational successes, as skilled individuals leave organisations taking accumulated information and abilities (skills) with them. Otache and Inekwe (2021) suggest that the consequences of employee turnover (for instance, voluntarily resignation) involves lost productivity. Furthermore, when huge numbers of individuals collectively resign, several human development and capital resources are drained (Otache & Inekwe, 2021). In addition, when employees and/or groups of employees resign voluntarily, organisations incur additional cost as they try to find and train new employees to fulfil the roles of those who departed (Park & Shaw, 2013).

2.5 PERCEIVED ORGANISATIONAL SUPPORT, ORGANISATIONAL COMMITMENT AND TURNOVER INTENTIONS

Numerous research findings conducted over the past decade have maintained that a significant connection between perceived organisational support and organisational commitment exist (Arshadi, 2011; Aube et al., 2007). An experiential analysis completed by Tansky and Cohen, (2001), uncovered that there was a significant association between perceived organisational support and organisational commitment (Tansky & Cohen, 2001). The data was collected in a major metropolitan hospital in the Midwest. At the beginning of a workshop for managers and supervisors, titled “*Managers as coaches*” attendees were requested to complete a survey on

perceived organisational support. A total of two hundred and sixty-two attendees responded to the survey (Tansky & Cohen, 2001). The results indicated that organisational commitment influences perceptions of organisational support. The scholars may argue that employee development undertakings are a message to work personnel that the company cares about employee welfare; to reciprocate they offer the organisation even greater commitment. In this regard, well designed employee development programs have proven to foster greater organisational commitment (Tansky & Cohen, 2001). These outcomes correspond with the discoveries of Eisenberger et al. (1986) that perceived organisational support impacts organisational commitment. Eisenberger et al.'s (1986) findings also propose that if businesses put more effort into developing their line-managers, the line-manager will become more committed to the business.

Furthermore, there are research reviews analysing the connection between perceived organisational support and the dimensions of organisational commitment (namely, affective, normative, and continuous) independently. These research reviews discovered that perceived organisational support influences affective commitment (Aube et al., 2007; Eisenberger et al., 1990; LaMastro, 2008, Satardien, Jano & Mahembe, 2019). As revealed by the findings of these studies, individuals who perceive their organisation to support and appreciate their efforts as employees, are much more committed to the company.

Rhoades and Eisenberger (2002) suggest that the association between perceived organisational support and affective commitment is described by the Social Identity Theory. The Social identity theory proposes that individuals stay committed when they feel their organisation appreciates and respects them (Rhoades & Eisenberger, 2002). Should the organisational support meet the individuals desires for admiration and appreciation, the individual will incorporate organisational membership into self-identity and in that way foster a positive emotional attachment (affective commitment).

Further, La Mastro (2008) also discovered that perceived organisational support has a positive connection to normative commitment. This means that individuals feel a deeper sensation of obligation to stay if he/she believes that the organisation is supportive (Aselage & Eisenberger, 2003). According to McDonald and Makin (2000), normative commitment is grounded on the general accepted guidelines regarding reciprocal obligations between organisations and their

employees. This is based on the Social Exchange Theory, which proposes that an individual obtaining a benefit is indebted to recompense it in some way (McDonald & Makin, 2000).

Aube et al. (2007) and Rhoades and Eisenberger (2002) disclose that there is either a negative or an insignificant relationship between organisational support and continuous commitment. Numerous investigators attempt to describe why perceived organisational support is related to continuance commitment in an insignificant way (LaMastro, 2008). Dawley et al. (2010) discovered that an individual who perceived stronger support from their organisation displayed lower levels of continuance commitment than individuals who perceived less organisational support displayed by their employers. When employees perceive a great level of organisational support, the expenses associated to resigning from their occupation will be perceived as being less substantial than if they believed that they had contributed a great amount to the organisation without having obtained anything in return. Aube et al. (2007) convey that a greater level of perceived organisational support could assist to reinstate the balance amongst the benefits presented by the organisation and the inputs of the employee.

As outlined by Rhoades and Eisenberger (2002), perceived organisational support ought to generate a sensed obligation to worry about the organisation's well-being. Perceived organisational support increases affective commitment moderately through forming a sense of obligation. The obligation to exchange caring for caring ought to improve individual's affective commitment to the personified organisation.

Retaining of organisational membership provides a recognisable way for individuals to reciprocate perceived organisational support. In addition, the growth in affective commitment consequential to perceived organisational support and the reduction of withdrawal behaviour (Rhoades & Eisenberger, 2002). Since people value the norm of reciprocity and often reciprocate in kind, people are prone to sense greater levels of commitment and experience a strong desire to stay with the organisation (Rhoades & Eisenberger, 2002).

Perryer et al. (2010) noticed that commitment and perceived organisational support was a significant predictor of turnover intention. Individuals with great levels of organisational support but weak levels of commitment are less likely to leave the organisation. Mankjee et al. (2006) studied that perceived organisational support improves the commitment of radiographers. In addition to this, they recognised a direct connection between organisational

commitment and perceived organisational support, but an indirect connection between rendering quality services and turnover intent.

Hom and Griffeth (2001) propose that organisational commitment improves the connection between perceived organisational commitment and turnover. Turnover intention has been discovered to be a result of organisational commitment (Blau, 2000). Furthermore, scholars have validated the association between affective commitment and perceived organisational support in the turnover procedure (Wayne et al., 1997). To add to these findings, Rhoades et al. (2001) verified commitment as a mediator in the connection between perceived organisational support and turnover. It was proven that, individuals with a great feeling of commitment to their organisation and a perception of support from the organisation will have a lesser intent to leave than individuals that lack either of these attitudes.

João and Coetzee (2011) suggest that organisations can become more proactive in trying to retain employees by matching their knowledge, talents, skills, abilities, career desires and ethics to the conditions of the work, offering emotional support, along with the prospects for further development. They propose that intrinsic and extrinsic job motivators should be compatible with the employee's own desires, creating feelings of affective and normative committed to their organisation to decrease turnover intention.

2.6 CONCLUSION

This chapter examined the three concepts under examination, specifically, perceived organisational support, organisational commitment and turnover intentions. The purpose of this chapter was to define and describe the constructs in this investigation in relation to current literature. Furthermore, the researcher provided a synopsis of the consequences of the variables on other people matters in organisations.

The following chapter, Chapter 3, provides a comprehensive discussion on the research methodology undertaken for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter sets out the methodology and framework that was used in conducting the research for purposes of the investigation at hand. The researcher particularly explains the research design, sample chosen, the measuring tools, the legitimacy and dependability thereof, the data collection technique, ethical considerations; and the arithmetic techniques used to analyse the research data gathered.

3.2 RESEARCH DESIGN

Cresswell (2010) argues that a research design considers the underlining philosophical assumptions, selection of the participants, information gathering instruments and the data analysis techniques to be used in a study. The objectives set out in the present research study were achieved through the use of quantitative research methods. A quantitative research design is generally defined as: “a deductive approach in which the focus is on using data to test a theory. However, it may also incorporate an inductive approach where data is used to develop a theory” (Saunders, Lewis & Thornhill, 2016, p.166). This research design was based on the positivistic belief that scientific knowledge is a function of being verified through the accumulation of facts. In other words, it uses a pre-determined structured approach for data collection.

Convenience sampling, through non-probability mechanisms, was utilised for the study at hand. In convenience sampling, data is obtained based on the ease at which it is to identify a population, there is no specific methodology applied in selecting data subjects (Fouche, Strydom & Roestenburg, 2021; Terre, Blanche & Durrheim, 1999). Non-probability sampling is a subjective method and consequently the probability of choosing population elements that were unknown. The justification for utilising the relevant sample technique is based on the fact that the researcher works at the organisation, providing easy access to the sample group. However, the negative implication of this relates to a smaller sample group which in turn may

not provide an overall view of the results in the cash-in-transit industry which could increase the probability of results being more reliable when using a larger sample group (Sekaran, 2001).

Questionnaires were used in obtaining research data (refer to Appendix 3). This approach ordinarily provides more reliable and legitimate results (Burns, 2000). The adverse is the lack of interaction with participants. Although participants may be more objective in such studies, it also means that the researcher may not be able to understand the intricacies related to a response and the factors that impact such responses (Burns, 2000). The researcher is restricted in its ability to understand responses which could result in the researcher giving its understanding of responses as opposed to what the participants sought to say.

3.3 POPULATION AND SAMPLE POOL

As said by Neuman (2003), the testing pool is the distinct group of people that is identified to enable the researcher to understand whether the problem question is consistent throughout the population group (Neuman 2003). For the current study, the population was drawn from three different cash centres situated in Gauteng. The population comprises of approximately 700 professional CIT (Logistics) staff, both temporary and permanently employed at the cash industry organisation. The sample for this study consisted of 151 employees from three different cash centres within Gauteng. Although attempts were made to attract more participants, it was particularly difficult, because the questionnaires were distributed and returned during the COVID-19 lockdown period.

Sekaran (2003) argues that a sample refers to a subgroup within a population. It is made up of a select few of a population. For this study, it was envisioned that only some members will participate. However, the results are being generalised to the broader population.

3.4 RESEARCH AUTHORISATION

Authorisation to carry out the research analysis was given by the Gauteng Divisional Managers, Regional Manager, each Centre Manager as well as the Human Resource General Manager and Regional HR Business Partner. The organisation under study is an international cash processing

and cash in transit company whose head office is based in Johannesburg, Gauteng. The Human Resource General Manager presented the researcher with information regarding the organisation's structure within each centre, the employee distribution data as well as the staffing information about CIT needed to ascertain the sample before requesting that individual participate.

3.5 RESEARCH SITE

This research was conducted at a company in the cash industry in Gauteng in South Africa. Its operations include both cash-in-transit and cash processing activities. Their employees partake in various functions related to the timely delivery and collection of cash for Banks and Retailers (Transtrack International, 2018). Furthermore, employees hold positions that comprise of transporting valuables or "liability"; such as important documents, cash, as well as various precious metals from one location to another (Wetstein, 2013). Employees involved in the transit of these valuables are commonly known as "protection officers" (Wetstein, 2013). "ATM Custodians" are tasked with ensuring that ATMs always have funds in it, and to collect funds that were deposited at the relevant ATM sites. ATM Custodians are required to work different shifts during the day. The relevant considerations for current purposes was based on the situation of ATMs (where they are located) as well as the requirements imposed by customers. An example of this would be ATMs situated in stores which can only be accessed during specific times. Individuals who work on armoured trucks are pivotal in the safe transit of loads (Wetstein, 2013). Pre-planning of routes, high service levels, effect use of resources and optimal route profitability are key in driving success in the cash industry (Transtrack International, 2018).

3.6 DATA COLLECTION - SURVEY METHODOLOGY

To collect data, the researcher utilised a consolidated survey containing of four questionnaires. The questionnaire included a Biographical Survey, the Survey of Perceived Organisational Support, the Organisational Commitment Questionnaire and the Turnover Intentions Questionnaire. Each respondent answered their questions within closely defined alternatives based on a pre-formulated survey. These are discussed further below.

3.6.1 ADVANTAGES AND DISADVANTAGES OF SURVEY METHODOLOGY

According to Babbie and Mouton (2001), surveys are considered the most beneficial for data collection for its descriptive, explanatory and exploratory objectives. In this study, surveys were fitting as employees' biographical information and individual perceptions were required. The ultimate advantage of the survey methodology is that the reliability of the survey is guaranteed as a result of the standardised nature of the questions (Babbie & Mouton, 2009).

However, a number of shortcomings exist with the survey methodology. Notwithstanding the standardised reliability of questionnaires, Babbie and Mouton (2009) as well as Sekaran (2003) claim the fixed/ unmodified nature of surveys diminishes its effectiveness if participants do not understand the relevant questions. Furthermore, ambiguity or any language barriers could not be modified or edited appropriately to maintain formerly known reliability and validity levels.

3.7 MEASUREMENT INSTRUMENTS

3.7.1 BIOGRAPHICAL QUESTIONNAIRE

The demographical information obtained from the sample was acquired through a self-developed questionnaire. Each respondent was asked to provide information regarding marital status, gender, age, years of service in the organisation, job level as well as whether they were employed in Kempton Park, Midrand or Ormonde.

3.7.2 SURVEY OF PERCEIVED ORGANISATIONAL SUPPORT

The Survey of Perceived Organisational Support was utilised to understand the degree to which employees believe that they receive adequate support from their organisation.

3.7.2.1 Nature and Structure of the Perceived Organisational Support Survey

The abbreviated version of Eisenberger et al.'s (1986) 36-item Survey of Perceived Organisational Support was employed to determine employees' perceptions regarding the extent to which the organisation values and appreciates their contribution and cares about their welfare (Eisenberger et al., 1986). The 17-item survey was used in the presented study, despite the existence of numerous shorter versions of the questionnaire. These 17 items were considered the highest-loading items from the original 36-item Survey of Perceived

Organisational Support (Eisenberger et al., 1986). Participants responded using a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Eight questions evaluate the extent to which employees believe the organisation values/appreciates their contribution and nine questions evaluate the extent to which employees believe the organisation cares for their welfare. The items do not indicate which dimensions are being measured. Additionally, the 17-item survey comprises of seven negatively worded questions and consequently has to be reverse-scored, the reverse scored items are 2, 3, 5, 6, 10, 13 and 14 (Fields, 2002).

3.7.2.2 Psychometric properties of the Perceived Organisational Support Survey

Rhoades & Eisenberger (2002) argue that exploratory and confirmatory factor analyses show a high level of reliability in understanding employee's perceptions on organisational support. Cronbach alpha evaluations for each version of the Survey of Perceived Organisational Support were exceeding $\alpha = .70$ (Eisenberger et al., 2002; Fields, 2002; Harris et al., 2007; Ladebo, 2009) presenting sufficient reliability for practice.

Reliability analyses of the 17-item version of the Survey of Perceived Organisational Support provided outputs in Cronbach alpha values between $\alpha = .74$ and $\alpha = .95$ (Fields, 2002). While the 36-item survey is displayed to have the highest reliability at $\alpha = .96$, the 17-item survey confirmed to have a very comparable reliability value at $\alpha = .95$. As a result, the 17-item survey was selected for its practicality, with insignificant loss of reliability.

3.7.3 ORGANISATIONAL COMMITMENT QUESTIONNAIRE

The questionnaire was utilised to understand the degree to which employees feel a sense of commitment to the organisation.

3.7.3.1 Nature and Structure of the Organisational Commitment Questionnaire

The Organisational Commitment Scale was established with the intention of evaluating organisational commitment in a three-component approach. These are (i) affective, (ii) continuance and (iii) normative commitment. The discussed measure has 24 structured questions, 8 items per a dimension and is displayed in the form of a five-point Likert scale ranging from 1, 'strongly disagree' to 5, 'strongly agree' (Meyer & Allen, 1997).

The commitment scale has reverse scoring for each dimension. The eight affective commitment questions have four reverse scoring items namely items 4, 5, 6 and 8. The eight continuance

commitment questions have two reverse scoring items namely items 1 and 4 and the eight normative commitment questions have three reverse scoring items namely, items 2, 3 and 8 (Meyer & Allen, 1997).

3.7.3.2 Psychometric properties of the Organisational Commitment Questionnaire

The reliability estimations of this scale are established by Meyer and Allen (1997) to have the following internal consistency coefficients: 0.85 for affective, 0.79 for continuance and 0.73 for normative. The overall reliability approximations surpass 0.79 (Meyer & Allen, 1997). DeNicolis, Bragger, Rodriguez-Srednicki, Kutcher, Indovino and Rosner (2005) administered the organisational commitment survey on teachers working in foundation level, middle level, and high-level schools in New York and Northern New Jersey. After performing an exploratory factor analysis, the scholars discovered that the organisational commitment scale loaded on all three commitment sub-components affording support for the internal consistency, established to be 0.83.

In a study conducted on 102 chartered accountants, the internal reliability for the instrument was proven to be 0.80, and the subscales affective and normative commitment generating scores of 0.83 and 0.70 correspondingly (Maharaj, 2006). The source claims that the reliability for the components and the over-all scale is appropriate. Vandenberghe and Tremblay (2008) reported the following reliability coefficients: ranging from 0.84 and 0.87 for affective commitment, 0.89 and 0.91 for normative commitment and 0.83 and 0.84 for continuance commitment for the two sample groups that were measured.

Construct validity of the Organisational Commitment Questionnaire is based on the instrument's ability to provide the expected results (Meyer & Allen, 1997). This makes available preliminary evidence that this measurement is a valid questionnaire for organisational commitment. Allen and Meyer (1990) established verification of convergent validity between the full commitment construct and affective commitment and discriminant validity in examining the connection between continuance commitment and the full scale.

3.7.4 TURNOVER INTENTIONS QUESTIONNAIRE

The Turnover Intentions Questionnaire was utilised to obtain information on employees' intention to exit/leave the organisation.

3.7.4.1 Nature and Structure of the Turnover Intentions Questionnaire

Though turnover intentions are comprehensively report on, it is still essential to validate scales formally to exemplify turnover cognitions (Martin & Roodt, 2008). Many scholars have employed merely one item to evaluate turnover intentions (Jacobs & Roodt, 2008). The method of using single-item indicators to evaluate turnover perceptions is criticised as construct validity is unidentified (Jacobs & Roodt, 2008). Consequently, this research analysis employed The Turnover Intentions Questionnaire established by Roodt (2004) which comprises of 14 items. The items are rated on a seven point intensity response scale anchored at excessive poles (example, 1="never/to no extent/low/always" - low intensity, to 7 = "most of the times/to a large extent/ high/ always" - high intensity).

3.7.4.2 Psychometric properties of the Turnover Intentions Questionnaire

Du Plooy and Roodt (2013) completed an analysis on 2429 employees from a large South African Information and Communication Technologies organisation and reported a Cronbach alpha score of 0.80 for their research analysis. Two previously conducted research studies (Jacobs, 2005; Martin, 2007) demonstrated Roodt's (2004) questionnaire to be both reliable ($\alpha = .913$ and $\alpha = .895$ respectively) and accurately valid.

Jacobs and Roodt, (2008) performed a research investigation on the development of a predictive model of turnover intentions for 500 nursing employees and discovered a Cronbach alpha of 0.913, demonstrating a satisfactory reliability. A Cronbach Alpha of 0.70 or greater is deemed an adequate score as stated by Cortina (1993).

3.7.5 RATIONALE FOR UTILISING THESE QUESTIONNAIRES

The rationale for employing the Organisational Commitment Questionnaire, the Survey of Perceived Organisational Support and the Turnover Intentions Questionnaire is that they are each deemed adequate in both the reliable and valid. Additionally, the rationale for employing the Turnover Intentions Questionnaire is that most instruments applied in the literature measures turnover intentions on a small amount of items (Jacobs, 2005).

3.8 DATA COLLECTION PROCESS

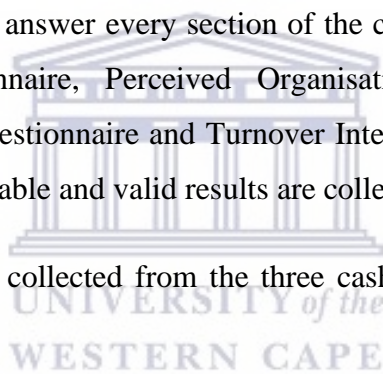
Questionnaires were distributed manually/hard copy in a package to the three different cash centres within Gauteng.

The package contained:

- I. Cover letter (refer to Appendix 1)
- II. Consent form (refer to Appendix 2)
- III. Biographical Questionnaire (refer to Appendix 3)
- IV. Perceived Organisational Support Questionnaire (refer to Appendix 3)
- V. Organisational Commitment Questionnaire (refer to Appendix 3)
- VI. Turnover Intention Questionnaire (refer to Appendix 3)

Data subjects were requested to answer every section of the consolidated questionnaire (that is, the Biographical Questionnaire, Perceived Organisational Support Questionnaire, Organisational Commitment Questionnaire and Turnover Intention Questionnaire) contained in the package to ensure that reliable and valid results are collected.

The questionnaire package was collected from the three cash centres by the researcher for analysis.



3.9 STATISTICAL TECHNIQUES

The Statistical Package for the Social Sciences (SPSS) version 27 (George & Mallery, 2021) was used to statistically analysed the research data. The statistical methods allow the researcher to examine the raw information acquired from the measuring tools.

3.9.1 DESCRIPTIVE STATISTICS

This illustrates the experiences of interest (Sekaran, 2003) and are used to examine information for categorising and summarising statistical information. They comprise of the analysis of information by means of frequencies, dispersions of dependent and independent variables and measures of central tendency and variability to attain a feel for the information (Sekaran, 2003). The means and standard deviations are predominantly used to explain the data received from

the Survey of Perceived Organisational Support, Organisational Commitment Questionnaire and the Turnover Intentions Questionnaire. The findings for the biographical questionnaire are displayed in the form of frequencies, percentages, means and standard deviations.

3.9.2 INFERENCE STATISTICS

As stated by Sekaran (2003), inferential statistics allows scholars to infer from statistical information through examining the relationship between two variables, distinctions between variables amongst diverse subsections and the manner in which the various independent variables could validate the variance in a dependent variable. For the present research analysis, the Pearson's product moment correlation coefficient and multiple regression analysis were employed to test the hypotheses.

3.9.2.1 The Pearson Product Moment Correlation Coefficient

This is the most frequently employed inferential statistic technique where the intention is to classify or validate the intensity and behaviour of the inter-link between variables (Cooper & Schindler, 2003; Leedy & Ormrod, 2001). Furthermore, Cohen and Swerdlik (2002) maintain that the relationship is persistent when there is a strong correlation coefficient.

The Pearson Correlation is applied in this research analysis to establish whether there is a strong significant correlation is present between commitment to an organisation (organisational commitment) and employees planned exit from an organisation (turnover intentions). Similar consideration has been had in respect of perceived organisational support and turnover intentions.

3.9.2.2 Multiple Regression Analysis

Multiple regressions are frequently used to evaluate linear relationships between two or more variables (Leedy & Ormrod, 2001). As said by Neuman (2003), multiple regression analysis is utilised to specify two things: (i) how well a set of variables explains a dependent variable and (ii) the direction and size of the effect of each variable on a dependent variable.

For current purposes, Multiple Regression Analysis was employed to establish whether perceived organisational support or organisational commitment (as postulated in the hypothesis) will be a predictor of turnover intentions.

3.10 ETHICAL CONSIDERATIONS

To meet ethical standards, the steps set out below were taken:

- Confidentiality:

- The data was only be used by the main researcher and the appointed research supervisor.
- A consent form (refer to Appendix 2) was provided assuring the participants that the data will not be shared to anyone other than those involved in conducting the research and be used specifically for academic purposes.
- Participants were not asked to reveal any information that can possibly expose who they are.
- All participants as well as the institution was not referred to by name or another detail that could expose their identity.

- Non-Maleficence:

A consent form (refer to Appendix 2) was provided which respondents had to sign which served to protect their confidentiality and ensure that there will not be any risk to their privacy.

- They were informed that they can revoke consent at any time they wish.
- An information sheet (refer to Appendix 1) was provided giving the respondents as much information about the research and what their data will be used for.
- They will be assured that their data will be treated confidently.
- Statements were not worded in an offensive manner.
- It does not present any health risks.

- Beneficence:

- No question or statement provided in the questionnaire can or will be used to reveal their identity.
- Data collected was used specifically for study purposes and not anything else.

- Justice:

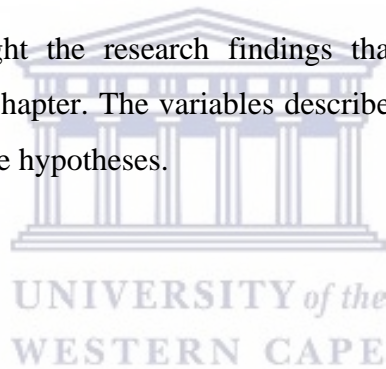
- Individuals were chosen based on convenience sampling and on accessibility with no preference given to either individual.

- Autonomy:
 - Individuals were not pressurized and may revoke access or refuse to participate at any time.
 - Individuals were asked to participate and were told they did not have to if they did not wish to.

3.11 SUMMARY OF THE CHAPTER

This chapter presented a comprehensive understanding into the research methodology employed in the research analysis. The research design was comprehensively discussed, the sample employed, the data gathering process, the research instruments utilised to examine the constructs of the study and the different statistical techniques exercised to verify or dismiss the research hypotheses.

Chapter Four seeks to highlight the research findings that were collected through the methodology discussed in this chapter. The variables described in the previous chapters will be examined in the context of the hypotheses.



CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 INTRODUCTION

In the previous chapter the researcher outlined the research methodology that was used to answer the research questions guiding the present study. The research methodology chapter ensures that all the objective steps required for data collection, the ethical considerations and the data analysis techniques amongst other important tenets of science are spelt out. This chapter seeks to present the findings of the study.

The data used for this research was collected and analysed using the Statistical Package for the Social Sciences (SPSS) version 27 (George & Mallery, 2021). Specifically, the data analysis process made use of item analysis to determine the reliability as well as the quality of the items comprising the scales used in the study. Next the dimensional analysis was performed on each of the subscales to understand the factors contained in the subscale. The Pearson Correlational technique and standard multiple regression analysis was performed on the data in order to answer the research questions.

4.2 DESCRIPTIVE STATISTICS

The sections that follows seeks to unpack the descriptive statistics analysed for the relevant sample group. This is, the data relating to the variables incorporated in the research, as gathered by the three measuring instruments applied. The results are displayed by means of graphic representation and the computation of descriptive measures.

4.2.1 Results of the biographical questionnaire

This part summaries the descriptive statistics analysed based on the variables in the biographical questionnaire. The demographic variables of the respondents included:

- Gender distribution
- Age distribution
- Marital status
- Tenure
- Position
- Location

The descriptive statistical outputs are shown graphically for each of the above stated variables in the form of frequencies and percentages.

Figure 4.1

Gender distribution of respondents

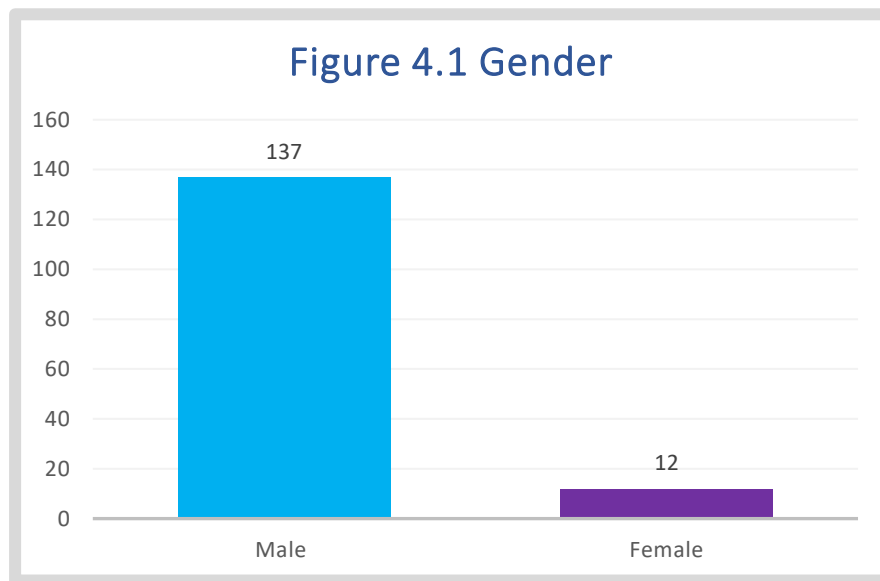
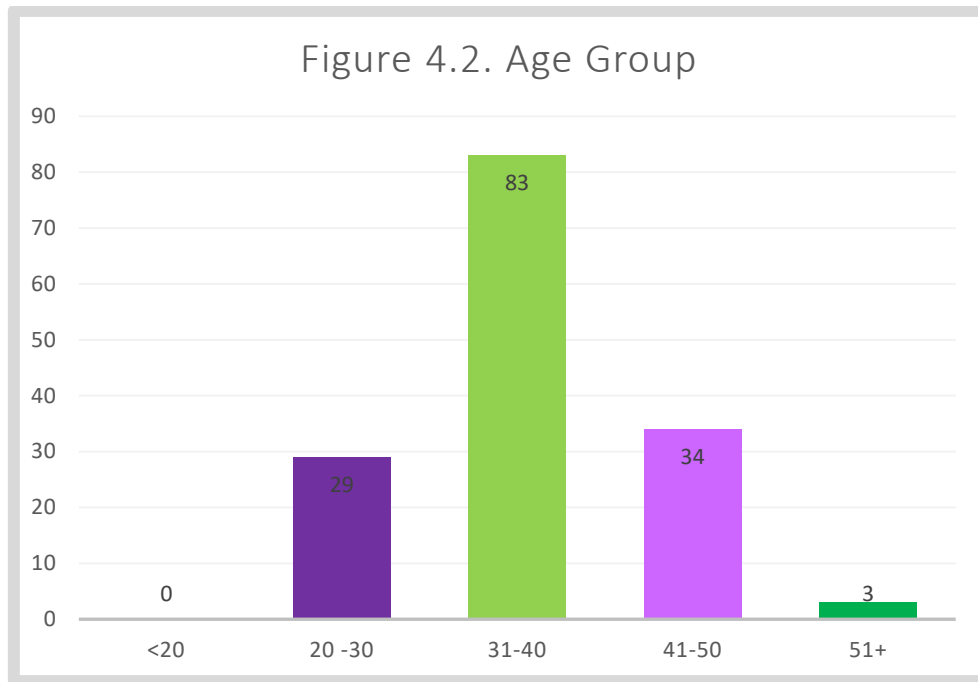


Figure 4.1 displays a graphical representation of the gender distribution of the sample group. As seen in figure 4.1, the majority of the respondents were male. More precisely, 90.7% (n=137) of the subjects were male, while 7.9 % (n=12) were female.

Figure 4.2

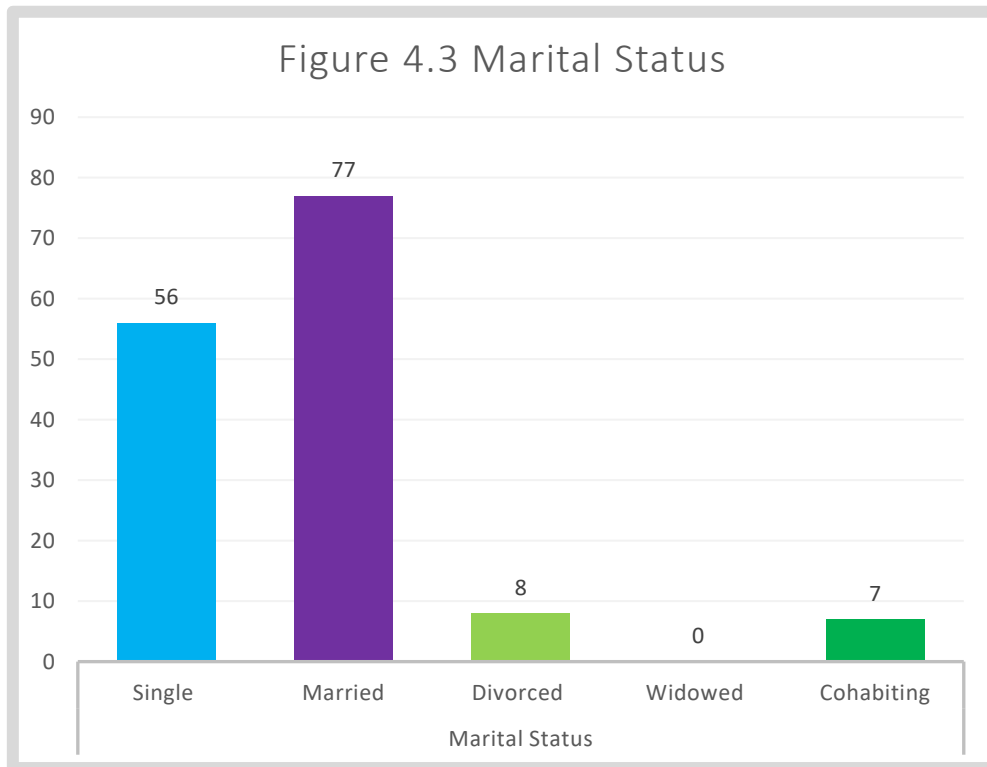
Age distribution of the respondents



The frequency distribution displayed in Figure 4.2 shows that 19.2% of the sample pool was between the age of 20 and 30 years ($n=29$), with a further 54.9% being between 31-40 years old ($n=83$), 22.5% being between 41-50 years old ($n=34$) and 1.9% being above 50 years old ($n=3$). There were no respondents aged under than 20 years ($n=0$).

Figure 4.3

Marital status of the respondents

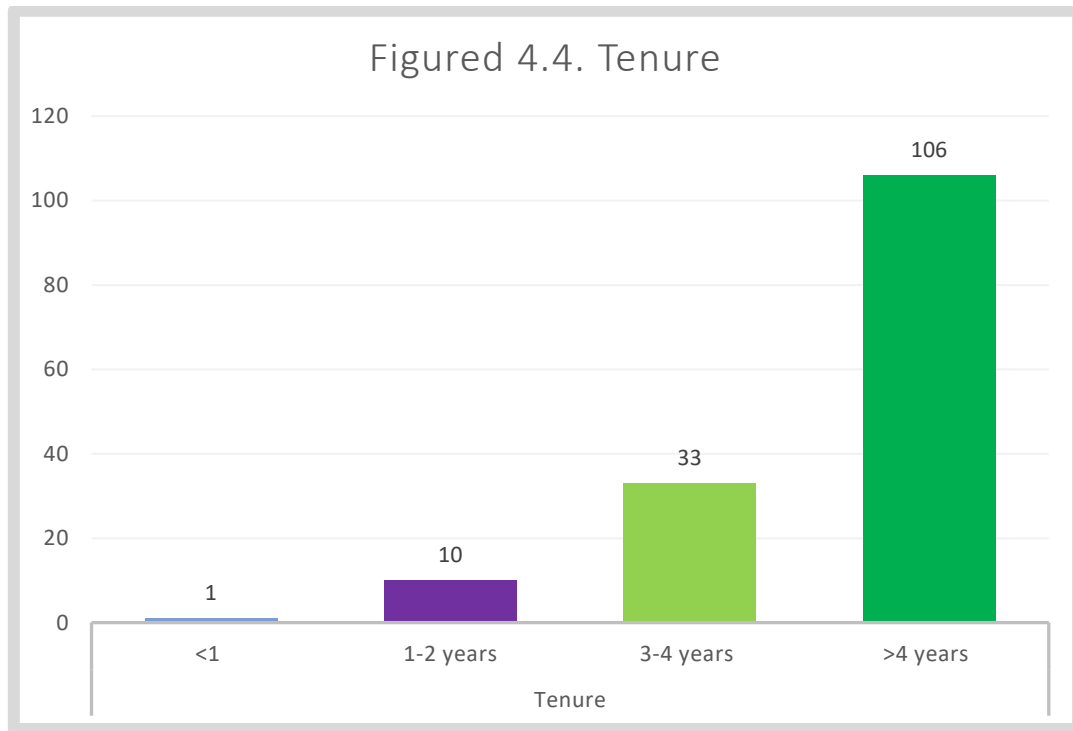


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Figure 4.3 shows that the majority of the sample pool, 50.9% (n=77), was married. Furthermore, 37% of the respondents (n=56) were single, 5.2% of the respondents were divorced (n=8) and 4.6% (n=7) of the respondents were co-habiting. None of the respondents were widowed (n=0).

Figure 4.4

Tenure of the respondents



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Figure 4.4 shows that 70.1% (n=106) of the sample pool was with the organisation for more than 4 years. Whilst those with 3-4 years' tenure constituted 21.8% of the sample (n=33), 6.6% of the respondents had been in the service of the organisation for 1-2 years (n=10). The remaining 0.7% represents 1 respondent who has been in the service of the organisation for less than 1 year (n=1).

Figure 4.5

Position in the organisation

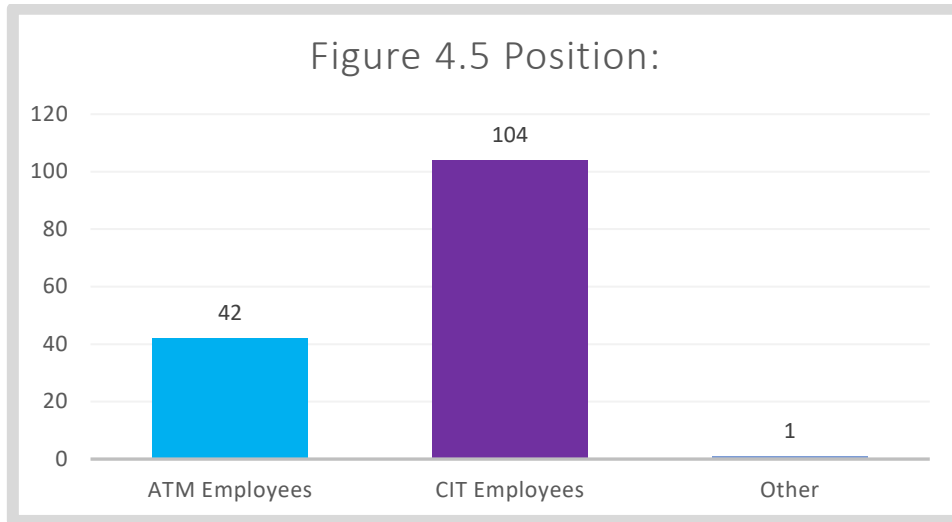


Figure 4.5 shows that 68.8% of the respondents (n=104) are employed as CIT employees, whilst 27.8% of the respondents are employed as ATM employees (n=42).

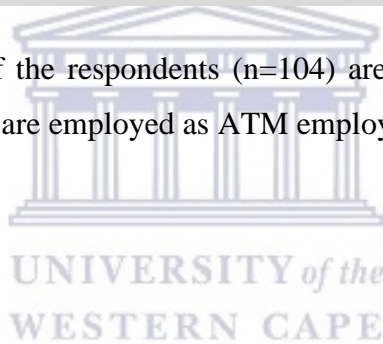
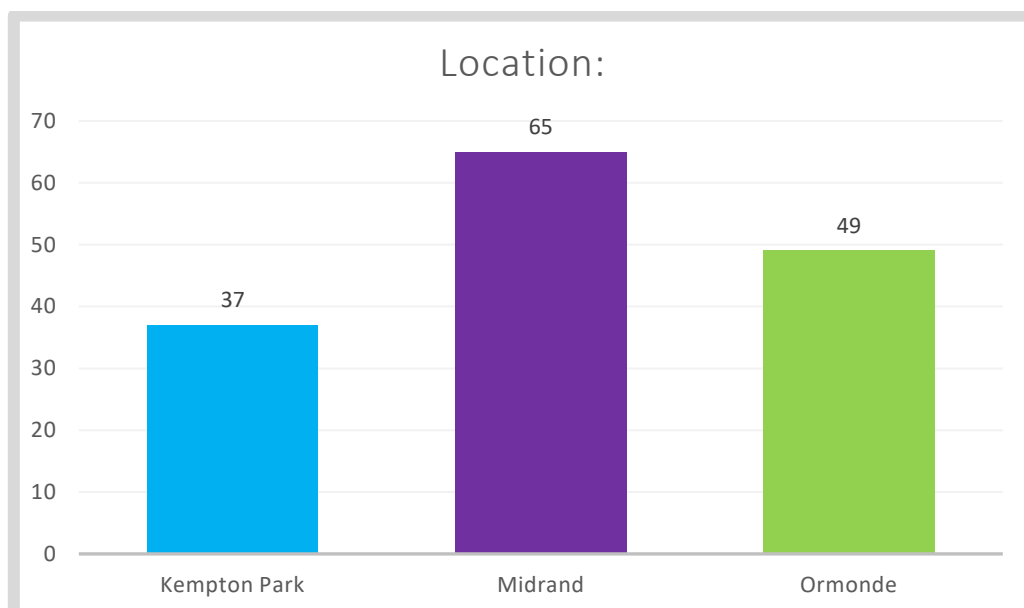


Figure 4.6

Location of respondents



Almost half of the sample, 43% (n=65), was based in Midrand, with 32.4% of the respondents in Ormonde (n=49), and the remaining 24.5% of the sample in Kempton Park (n=37) (all within Johannesburg South Africa).

4.2.2 Descriptive Statistics for Perceived Organisational Support, Organisational Commitment and Turnover Intentions

Arithmetic means and standard deviations were calculated for the different dimensions assessed in the survey to make up the Descriptive statistics. The results are displayed in the table below (Table 4.1).

Table 4.1

Means, Standard deviation for Perceived Organisational Support, Organisational commitment and Turnover intentions

Variable	N	Mean	Std. dev.
Perceived organisational support	151	68.63	18.971
Affective Commitment	151	18.99	4.259
Continuance Commitment	151	23.66	5.339
Normative Commitment	151	9.98	2.667
Turnover Intentions	151	39.75	14.301

The mean score (68.63) for perceived organisational support proposes that the sample perceived the support from their organisation as average. The standard deviation of 18.971 specifies a wide range of discrepancy in perceived organisational support, with certain individuals perceiving evidently lower than average organisational support and some experiencing incredibly high organisational support.

The results of both affective commitment (Mean = 18.99, s.d. = 4.259) and continuance commitment (Mean = 23.66, s.d. = 5.339), the sample reported average levels of commitment,

while their responses to normative commitment (Mean = 9.98, s.d. = 2.667) suggests that they did not feel an emotional state of obligation or responsibility to continue working with the organisation.

4.3 RELIABILITY

4.3.1 Reliability of Perceived Organisational Support

A Cronbach alpha of 0.889 was attained for the Perceived Organisational Support subscale. This Cronbach value is an acceptable reflection of reliability as it is greater than 0.70 (Nunnally & Bernstein, 1994). As shown in Table 4.2, this suggest a strong relationship among the items (Pallant, 2016). The Inter-Item Correlation Matrix table gives an indication of the degree to which each item correlates with the total score. Low, moderate, and high values were presented in the table. The Inter-Item values range from as low as 0.142 to as high as 0.697.

According to Cohen’s (1988), the following guidelines should be used when interpreting the correlations among items: small $r = .10$ to $.29$; Medium $r = .30$ to $.49$ and Large $r = .50$ to 1.0 . All the corrected item total correlational loadings were greater than 0.30 which is adequate (Pallant, 2016)

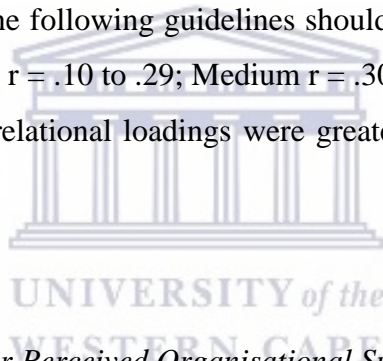


Table 4.2

The reliability analysis output for Perceived Organisational Support subscale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.889	.890	17

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted

B1	64.74	320.436	.510	.419	.884
B4	64.85	318.397	.590	.637	.881
B7	65.26	323.743	.519	.526	.883
B8	65.03	309.946	.735	.696	.875
B9	64.87	310.404	.705	.650	.876
B11	64.63	322.742	.500	.493	.884
B12	64.77	309.749	.743	.685	.875
B15	64.56	312.901	.660	.660	.878
B16	64.69	323.722	.530	.487	.883
B17	64.43	318.620	.589	.565	.881
B2R	64.14	318.281	.473	.425	.885
B3R	64.68	330.058	.372	.384	.889
B5R	64.73	319.999	.534	.627	.883
B6R	64.27	332.079	.388	.562	.888
B10R	64.48	329.598	.402	.456	.887
B13R	63.89	325.895	.449	.425	.886
B14R	64.04	330.572	.392	.438	.888

Item Statistics			
	Mean	Std. Deviation	N
B1	3.89	1.953	151
B4	3.78	1.814	151
B7	3.36	1.768	151
B8	3.60	1.804	151
B9	3.75	1.855	151
B11	4.00	1.873	151
B12	3.85	1.794	151
B15	4.07	1.864	151
B16	3.94	1.737	151
B17	4.20	1.807	151
B2R	4.49	2.181	151
B3R	3.95	1.931	151
B5R	3.90	1.900	151
B6R	4.36	1.749	151

B10R	4.15	1.843	151
B13R	4.74	1.879	151
B14R	4.59	1.823	151

4.3.2 Reliability of Organisational Affective Commitment

A Cronbach alpha of 0.542 was attained for the Affective Commitment subscale which is below the .70 cut-off level (Nunnally & Bernstein, 1994). There are a few corrected item total correlations which are below 0.30 as shown in Figure 4.3. These items could be seen as problematic items. The deletion of items C2 and C4R resulted in a Cronbach alpha of 0.63 which was better but still below the required 0.70 threshold. The inter-item correlation matrix values are ranging from -0.268 to 0.634. This suggest a low-high relationship among the items (Cohen, 1988).



Table 4.3

The reliability analysis output for Organisational Affective commitment subscale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.542	.550	8

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	21.37	16.822	.467	.475	.431
C2	22.01	19.487	.126	.282	.562

C3	21.59	17.764	.377	.475	.466
C4R	21.60	22.749	-.092	.127	.619
C5R	21.40	18.054	.332	.332	.482
C6R	21.39	18.440	.339	.467	.482
C7	21.52	19.038	.303	.293	.495
C8R	21.39	18.773	.284	.424	.500

Item Statistics			
	Mean	Std. Deviation	N
C1	3.24	1.247	151
C2	2.60	1.438	151
C3	3.02	1.225	151
C4R	3.01	1.216	151
C5R	3.21	1.252	151
C6R	3.22	1.160	151
C7	3.09	1.101	151
C8R	3.22	1.199	151

Inter-Item Correlation Matrix								
	C1	C2	C3	c4R	C5R	C6R	C7	C8R
C1	1.000	.384	.634	-.134	.078	.084	.490	.014
C2	.384	1.000	.447	-.268	-.064	-.179	.287	-.143
C3	.634	.447	1.000	-.215	-.025	.006	.444	-.039
c4R	-.134	-.268	-.215	1.000	.160	.144	-.205	.194
C5R	.078	-.064	-.025	.160	1.000	.528	.050	.479
C6R	.084	-.179	.006	.144	.528	1.000	.027	.612
C7	.490	.287	.444	-.205	.050	.027	1.000	-.075
C8R	.014	-.143	-.039	.194	.479	.612	-.075	1.000

4.3.3 Reliability of Organisational Continuance commitment

The coefficient for the Continuance commitment subscale is 0.851 which is an acceptable reflection of reliability, being greater than the cut-off level of 0.70 (Nunnally & Bernstein,

1994). Within the corrected item total correlation matrix, all the items were greater than 0.30 as shown in Table 4.4. The inter-item correlation matrix values are ranging from 0.214 to 0.592. This suggest a low to moderate (medium) relationship among the items (Cohen, 1988).

Table 4.4

The reliability analysis output for Organisational Continuance commitment subscale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.851	7

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C18	20.26	21.246	.595	.405	.833
C19	20.30	20.893	.634	.480	.826
C20	20.23	20.673	.755	.573	.809
C21	20.30	21.347	.616	.427	.829
C22	20.31	21.216	.664	.454	.822
C23	20.30	21.464	.606	.433	.831
C24	20.26	23.409	.419	.228	.856

Item Statistics			
	Mean	Std. Deviation	N
C18	3.40	1.103	151
C19	3.36	1.104	151
C20	3.43	.997	151
C21	3.36	1.060	151
C22	3.35	1.021	151

C23	3.36	1.055	151
C24	3.40	1.007	151

Inter-Item Correlation Matrix

	C18	C19	C20	C21	C22	C23	C24
C18	1.000	.565	.544	.394	.448	.383	.293
C19	.565	1.000	.592	.368	.474	.517	.261
C20	.544	.592	1.000	.566	.558	.554	.420
C21	.394	.368	.566	1.000	.536	.479	.384
C22	.448	.474	.558	.536	1.000	.530	.356
C23	.383	.517	.554	.479	.530	1.000	.214
C24	.293	.261	.420	.384	.356	.214	1.000

4.3.4 Reliability of Organisational Normative Commitment

The reliability coefficient for the Normative Commitment subscale is 0.658 which is above suitable as the cut-off level is 0.70. All the corrected item total correlations were above 0.30 with the exception of item C12 as shown in Table 4.5. The inter-item correlation values are ranging from 0.117 to 0.616. This suggests a low to large relationship among the items (Cohen, 1988).

Table 4.5

The reliability analysis output for Organisational Normative commitment subscale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.658	.674	4

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C12	9.98	7.113	.218	.055	.750
C13	9.44	5.982	.497	.296	.549
C14	9.38	5.730	.620	.491	.465
C15	9.38	6.705	.485	.383	.567

Item Statistics			
	Mean	Std. Deviation	N
C12	2.75	1.266	151
C13	3.28	1.168	151
C14	3.35	1.097	151
C15	3.34	.994	151

Inter-Item Correlation Matrix				
	C12	C13	C14	C15
C12	1.000	.211	.198	.117
C13	.211	1.000	.530	.369
C14	.198	.530	1.000	.616
C15	.117	.369	.616	1.000

4.3.5 Reliability of Turnover intentions

The reliability coefficient indicates that the Cronbach Alpha for the Turnover intentions' subscale is 0.799 which is adequate (Nunnally & Bernstein, 1994). The Inter-Item Correlation Matrix table shows that most of the items had loadings above 0.30 with the exception of items D7 and D8. This indicates that the items correlate reasonably moderately (Pallant, 2010). These items were excluded from the subsequent analyses.

Table 4.6*The reliability analysis output for Turnover intentions subscale*

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.799	.797	14

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D1	52.51	238.385	.583	.546	.773
D2	52.34	245.732	.484	.440	.782
D3	52.15	253.605	.416	.383	.787
D4	51.96	248.372	.494	.550	.781
D5	51.64	248.831	.482	.596	.782
D6	51.49	237.025	.597	.474	.772
D7	52.30	283.427	-.021	.239	.820
D8	51.83	284.219	-.029	.234	.820
D9	51.24	254.436	.365	.420	.792
D10	51.46	243.636	.484	.379	.782
D11	51.95	240.431	.522	.533	.778
D12	52.25	247.203	.520	.508	.780
D13	52.18	244.121	.526	.516	.778
D14	52.78	247.639	.465	.379	.783

Item Statistics			
	Mean	Std. Deviation	N
D1	3.50	2.383	151
D2	3.67	2.352	151
D3	3.86	2.163	151
D4	4.05	2.174	151
D5	4.36	2.189	151
D6	4.52	2.400	151
D7	3.70	2.250	151
D8	4.17	2.202	151
D9	4.77	2.325	151
D10	4.55	2.462	151
D11	4.05	2.489	151
D12	3.75	2.148	151
D13	3.83	2.285	151
D14	3.23	2.316	151

Table 4.7

Reliability of the Perceived Organisational Support Questionnaire, Organisational Commitment Questionnaire, and the Turnover Intentions Questionnaire

Scale	Number of items	N	Cronbach
Perceived organisational support	17	151	0.889
Affective commitment	8	144	0.546
Continuance commitment	7	144	0.851
Normative commitment	4	144	0.658
Turnover intentions	14	151	0.799

The alpha coefficients calculated for perceived organisational support, organisational commitment (affective, continuance and normative), as well as for turnover intentions can be viewed as acceptable in terms of the reliability of the instruments. Nunnally and Bernstein (1994) maintain that values above 0.70 are good indicators of the reliability of an instrument. The alpha coefficients calculated for affective commitment was below 0.70, with a coefficient of 0.546, however still highly acceptable falling above the 0.30 cut off level. This indicates a moderate to large correlation among items. Hence, for the current study, the degree of reliability could be considered reasonably moderate.

4.4 DIMENSIONALITY ANALYSIS

The Exploratory Factor Analysis (EFA) of the measurement instruments utilised in this study will be discussed in this section. The main objective of this analysis is to determine whether the subscales are uni-dimensional.

4.4.1 The Dimensionality Analysis output for the Perceived Organisational Support subscale

The Perceived Organisational Support subscale obtained Kaiser-Meyer-Olkin value was 0.881, thus exceeding the recommended value of 0.50 (Tabachnick & Fidell, 2007). The Bartlett's Test of Sphericity achieved a value of 1172.673 (df = 105, $p < 0.00$) which reached a statistical significance supporting the factorability of the correlation matrix of the Perceived Organisational Support subscale. A two factor solution was obtained. The dominant theme inherent in Factor 1 relates to POS (positive) while Factor 2 relates (POS negative). In other words, the two factors are referring to the same variable the only difference is that factor one relates to positive items on POS while the second factor is made up of negatively worded POS items. In addition, items B2R and B10R were identified as complex factors¹.

¹ A Complex factor is any item loading > 0.30 on more than one factor. These would be excluded if the difference between the higher and the lower loading was 0.25 (Nunnally & Bernstein, 1994; Tabachnick & Fidell, 1996).

Table 4.8*Factor Matrix for the Perceived Organisational Support Commitment subscale*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	1172.673
	Df	105
	Sig.	.000

Factor Matrix^a		
	Factor	
	1	2
B1	.576	-.071
B4	.737	-.230
B7	.653	-.196
B8	.831	-.042
B9	.799	-.100
B11	.631	-.273
B12	.843	-.079
B15	.777	-.193
B16	.617	-.089
B17	.661	-.124
B2R	.417	.429
B3R	.271	.503
B5R	.439	.760
B6R	.287	.680
B10R	.289	.472
Extraction Method: Principal Axis Factoring.		
a. 2 factors extracted. 9 iterations required.		

4.4.2 The Dimensionality Analysis output for the Affective Commitment subscale

The Kaiser-Meyer-Olkin measure of sampling attained an adequate value of 0.673 for the Affective Commitment subscale and the Bartlett's Test of Sphericity was 252.703 (df = 15, p = 0.000). This signifies that factor analysis can be conducted. The extraction of factors was determined using the eigenvalues greater than 1 rule. The subscale was found to be multi-dimensional and most of the factor loadings are above 0.30 which indicates that the items load adequately on the two factors (Pallant, 2010). A close inspection of the factors indicate that the two factors are both referring to affective commitment. Factor 1 alludes to positive affective commitment while factor 2 refers to negative affective commitment comprising mainly of negatively worded items.

Table 4.9

Factor Matrix for the Affective commitment subscale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.673
Bartlett's Test of Sphericity	Approx. Chi-Square	252.703
	Df	15
	Sig.	.000

Pattern Matrix		
	Factor	
	1	2
C1	.062	.836
C3	-.039429	.757
C5R	.644	.028
C6R	.817	.031
C7	-.013	.589
C8R	.751	-.061

4.4.3 The Dimensionality Analysis output for the Normative Commitment subscale

The Normative Commitment subscale attained a Kaiser-Meyer-Olkin measure of sampling adequacy of 0.634 and the Bartlett's Test of Sphericity was 120.307 (df = 3, p = 0.000). This value indicates that the factor analysis is acceptable (Kasier as cited in Field, 2005). The subscale was found to be uni-dimensional and the factor loadings are all above 0.50 which signifies that the items are good items (Pallant, 2010).

Table 4.10

Factor Matrix for the Normative commitment subscale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.634
Bartlett's Test of Sphericity	Approx. Chi-Square	120.307
	Df	3
	Sig.	.000

Factor Matrix ^a	
	Factor
	1
C13	.564
C14	.938
C15	.656

4.4.4 The Dimensionality Analysis output for the Continuance Commitment subscale

The Continuance Commitment subscale achieved a Kaiser-Meyer-Olkin of 0.872 which is excellent as it is greater than 0.80 and the Bartlett's Test of Sphericity attained a value of 393.383 (df = 21, p < 0.00). The factor loadings are all above 0.50, besides C24 displayed in Table 4.11 below.

Table 4.11*Factor Matrix for the Continuance commitment subscale*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.872
Bartlett's Test of Sphericity	Approx. Chi-Square	393.383
	Df	21
	Sig.	.000

Factor Matrix^a	
	Factor
	1
C18	.649
C19	.697
C20	.831
C21	.671
C22	.725
C23	.673
C24	.456

4.4.5 The Dimensionality Analysis output for the Turnover Intentions subscale

The Turnover Intentions subscale achieved a Kaiser-Meyer-Olkin of 0.816 which is good as it is larger than 0.80 and the Bartlett's Test of Sphericity attained a value of 678.982 (df = 66, $p < 0.00$). The initial factor structure exhibited three factors. Before identifying the themes of the factors, an inspection of the factor loadings indicated that some of the items were complex factors. Items D3 and D6 are complex items (Nunnally & Bernstein, 1994; Tabachnick & Fidell, 1996) (see Table 4.12). After excluding, the items factor analyses was performed again (see Table 4.12a for the revised output). The dominant theme in factor 1 relates to factors preventing one from quitting their job; Factor 2 relates to quitting due to personal needs and values being comprised while Factor 3 relates to quitting directly related to the job.

Table 4.12*Initial Pattern Matrix for the Turnover intentions subscale*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.816
Bartlett's Test of Sphericity	Approx. Chi-Square	678.982
	Df	66
	Sig.	.000

Pattern Matrix^a			
	Factor		
	1	2	3
D1	.233	-.111	-.771
D2	.113	.017	-.626
D3	-.095	.286	-.443
D4	-.032	.644	-.226
D5	-.054	.891	-.014
D6	.163	.354	-.348
D9	.127	.559	.103
D10	.526	.180	.056
D11	.884	-.046	.084
D12	.632	-.060	-.194
D13	.579	.004	-.222
D14	.626	.005	-.034

Table 4.12a

Revised Pattern Matrix for the Turnover intentions subscale

Pattern Matrix^a			
	Factor		
	1	2	3
D1	.107	-.009	-.792
D2	.020	.097	-.630
D4	-.049	.678	-.203
D5	-.071	.911	-.010
D9	.109	.529	.075
D10	.568	.149	.082
D11	.889	-.083	.046
D12	.569	-.048	-.251
D13	.500	.028	-.299
D14	.613	-.007	-.064

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4.5 INFERENTIAL STATISTICS

The inferential statistics achieved in this study is presented in the below subsections. In order to determine the state of the research hypotheses identified for this study, Pearson's Product Moment Correlation Coefficient and Regression Analysis were exercised. Through the deployment of these statistical techniques' conclusions are made with regards to the research hypotheses.

Table 4.13*The relationship between Perceived Organisational Support and Turnover intentions*

<i>Perceived organisational support</i>	
<i>Turnover intentions</i>	r = 0.472** p = 0.000

Cohen's (1988) guidelines were used to interpret the Pearson correlational output. According to Cohen (1988), *r* coefficients between .10 to .29 indicate a small correlation; between .30 to .49 denote a medium correlation while those between .50 and 1 indicate a large correlation. Table 4.13 may be interpreted as a medium positive (linear relationship) correlation ($r = 0.472^{**}$) between perceived organisational support and turnover intentions. The relationship is therefore statistically significant, and hypothesis one can be accepted.

Table 4.14*The relationship between the dimensions of Organisational commitment and Turnover intentions*

<i>Turnover Intentions</i>	
<i>Affective commitment</i>	r = -.306** p = .000
<i>Continuance commitment</i>	r = .051 p = .530
<i>Normative commitment</i>	r = -.222** p = .006
<i>Organisational commitment</i>	r = -.211** p = .009

** p < 0.01

In terms of Table 4.14, it may be seen that a relationship exists between organisational commitment and turnover intentions ($r = -.211, p = .001$).

Regarding the dimensions of organisational commitment, there was a medium, inverse and high statistically significant relationship between affective commitment and turnover intentions ($r = -0.306^{**}, p > 0.000$). Additionally, there was also a small, positive statistically non-significant relationship between continuous commitment and turnover intentions ($r = -$

0.051, $p < 0.530$). For normative commitment, we discovered there to be a small, inverse statistically significant relationship with turnover intentions ($r = -0.222^{**}$, $p > 0.006$).

Hypothesis two is thus partially confirmed.

Table 4.15

The relationship between Perceived Organisational Support and the dimensions of Organisational commitment (namely, affective, continuance and normative commitment)

	<i>Perceived organisational support</i>
<i>Affective commitment</i>	$r = -0.446^{**}$ $p = .000$
<i>Continuance commitment</i>	$r = 0.096$ $p = .243$
<i>Normative commitment</i>	$r = -0.218^{**}$ $p = .007$
<i>Organisational commitment</i>	$r = -.256^{**}$ $p = .001$

* $p < 0.05$

** $p < 0.01$

In terms of Table 4.15, it may be seen that a negative relationship exists between organisational commitment and perceived organisational support ($r = -.256$, $p < 0.001$).

There was a moderate, inverse and statistically significant relationship between affective commitment and perceived organisational support ($r = 0.446^{**}$, $p > 000$). Additionally, there was also a weak, positive statistically non-significant relationship between continuous commitment and perceived organisational support ($r = 0.096$, $p < .243$). The relationship between normative commitment and perceived organisational support was small, inverse and statistically significant relationship ($r = -0.218^{**}$, $p > .007$).

The third hypothesis is thus partially accepted.

4.6 REGRESSION ANALYSIS WITH PERCEIVED ORGANISATIONAL SUPPORT AND ORGANISATIONAL COMMITMENT DIMENSIONS AS PREDICTORS OF TURNOVER INTENTION

Table 4.16:

Regression Analysis with Turnover Intentions as dependent variable and Perceived Organisational Support and Organisational commitment dimensions as independent variables

Model summary

<i>Model</i>	<i>R</i>	<i>R²</i>	<i>Adjusted R²</i>	<i>Standard error of the estimate</i>
	.502	.252	.232	12.534

The next step after the Pearson Correlational analysis was to determine the extent to which affective commitment, continuance commitment, normative commitment and POS predict turnover intention. This was achieved through the use of linear multiple regression analysis. Table 4.16 depicts the model summary results. The R value of .502 indicates a high degree of correlation, whilst the R² or adjusted R² value indicates how much of the total variance in turnover intention is explained by the model. It shows that the model explains 25.2% of the variance in turnover intention.

Table 4.17

Analysis of variance

<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Squares</i>	<i>F</i>	<i>Significance</i>
<i>Regression</i>	7741.942	4	1935.486	12.320	.000 ^b
<i>Residual</i>	22935.992	146	157.096		
<i>Total</i>	30677.934	150			

Dependent variable: Turnover intention. Predictors (constant): affective commitment, continuance commitment, normative commitment and POS. *df*, degrees of freedom; *F*, variance of the group means. ^b The regression model is statistically significant at $p = 0.000$ ($p < 0.001$).

The analysis of variance table (ANOVA) tests the null hypothesis that multiple R in the population equals 0, which reports how well the regression equation fits the data (i.e. predicts the dependent variable) (Pallant, 2010, p. 161). The regression model is statistically significant at $p = 0.000$ ($p < 0.001$) indicating that the model significantly predicts Turnover intention (see Table 4.17).

Table 4.18

Regression analysis: Affective commitment, Continuance commitment, Normative commitment, and POS as predictors of Turnover intention

<i>Model</i>	<i>Beta</i>	<i>t</i>	<i>Significance</i>	<i>Collinearity Tolerance Statistics</i>	<i>Variance Inflation Factor</i>
<i>TAFTECT</i>	- .107	- 1.309	.192	.762	1.312
<i>TCONT</i>	.065	.765	.446	.708	1.412
<i>TNORM</i>	- .159	- 1.867	.064	.708	1.412
<i>TPOS</i>	.383	4.668	.000	.759	1.317

TAFTECT = Affective Commitment, TCONT = Continuance commitment, TNORM = normative commitment, TPOS = perceived organisational support, TTURN = turnover intention.

The next step was to determine whether affective commitment, continuance commitment, normative commitment and POS determine turnover intention. Tolerance and VIF values indicate whether the variables are correlating too high (above $r = .90$) hinting at multicollinearity. Tolerance values less than .10 indicate that the correlation among the variables under study are high, suggesting the possibility of multicollinearity. The Variance inflation factor (VIF) values above 10 would indicate multicollinearity. Table 4.18 indicates that both the Tolerance and VIF values are within the acceptable range.

The significance column in Table 4.18 indicates that only POS is making a statistically significant and unique contribution to Turnover intention. It accounts for 38.3 percent of the variance ($\beta = 0.383$; $t = 4.668$; $p < .001$).

4.7 REGRESSION ANALYSIS WITH ORGANISATIONAL COMMITMENT DIMENSIONS AS PREDICTORS OF TURNOVER INTENTION

Table 4.19

Model summary

<i>Model</i>	<i>R</i>	<i>R²</i>	<i>Adjusted R²</i>	<i>Standard error of the estimate</i>
	.375	.141	.123	13.391

Linear multiple regression analysis was used to determine the extent to which affective commitment, continuance commitment and normative commitment predict turnover intention. Table 4.19 depicts the model summary results. The R value of .375 indicates a moderate degree of correlation, whilst the R² or adjusted R² value indicates how much of the total variance in turnover intention is explained by the model. It shows that the model explains 14.1% of the variance in turnover intention.



Table 4.20

Analysis of variance

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Squares</i>	<i>F</i>	<i>Significance</i>
<i>Regression</i>	4318.867	3	1439.622	8.029	.000 ^b
<i>Residual</i>	26359.066	147	179.313		
<i>Total</i>	30677.934	150			

Dependent variable: Turnover intention. Predictors (constant): affective commitment, continuance commitment and normative commitment. *df*, degrees of freedom; *F*, variance of the group means. ^b The regression model is statistically significant at $p = 0.000$ ($p < 0.001$).

The analysis of variance table (ANOVA) tests the null hypothesis that multiple R in the population equals 0, which reports how well the regression equation fits the data (i.e. predicts the dependent variable) (Pallant, 2010, p. 161). The regression model is statistically significant

at $p = 0.000$ ($p < 0.001$) indicating that the model significantly predicts Turnover intention (see Table 4.20).

Table 4.21

Regression analysis: Affective commitment, Continuance commitment and Normative commitment as predictors of Turnover intention

<i>Model</i>	<i>Beta</i>	<i>t</i>	<i>Significance</i>	<i>Collinearity Tolerance Statistics</i>	<i>Variance Inflation Factor</i>
<i>TAFPECT</i>	-.26	-3.241	.001	.902	1.102
<i>TCONT</i>	.11	1.227	.222	.718	1.393
<i>TNORM</i>	-.25	-2.828	.005	.748	1.337

TAFPECT = Affective Commitment, TCONT = Continuance commitment, TNORM = normative commitment, TTURN = turnover intention.

The next step was to determine whether affective commitment, continuance commitment, normative commitment determine turnover intention. Tolerance and VIF values indicate whether the variables are correlating too high (above $r = .90$) hinting at multicollinearity. Tolerance values less than .10 indicate that the correlation among the variables under study are high, suggesting the possibility of multicollinearity. The Variance inflation factor (VIF) values above 10 would indicate multicollinearity. Table 4.21 indicates that both the Tolerance and VIF values are within the acceptable range.

The significance column in Table 4.21 indicates that only affective commitment and normative commitment are making a statistically significant and unique contribution to Turnover intention. Affective commitment accounts for 26 percent of the variance ($\beta = 0.260$; $t = -3.241$; $p < .001$); normative commitment accounts for 25 percent of the variance ($\beta = -0.25$; $t = -2.828$; $p < .001$).

4.8 REGRESSION ANALYSIS WITH ORGANISATIONAL COMMITMENT AND POS AS PREDICTORS OF TURNOVER INTENTION

Table 4.22

Bivariate correlations between Turnover intention, Perceived Organisational Support and Organisational commitment

<i>Scale</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>
<i>TTURN</i>	39.75	14.301	1		
<i>TPOS</i>	68.63	18.971	.472**	1	
<i>TCOMMIT</i>	52.64	7.685	-.211**	-.256**	1

N = 151.

1= TTURN (Turnover intention), 2 = Positive Organisational Support (TPOS), 3 = Commitment (TCOMMIT)

***p* < .001 (Two tailed)

Pearson correlations were performed on the data to determine the extent to which the turnover intention related to perceived organisational support and organisational commitment. This analysis was also performed in preparation for the regression analyses meant to determine whether organisational commitment and perceived organisational support predict turnover intention. Table 4.22 presents the Pearson correlational output. The correlations are all statistically significant at the 0.01 level and ranging from small to medium range, according to Cohen's (1988) guidelines for interpreting the strength of the relationships among variables.

Table 4.23

Model summary

<i>Model</i>	<i>R</i>	<i>R²</i>	<i>Adjusted R²</i>	<i>Standard error of the estimate</i>
	.481	.231	.221	12.622

Linear multiple regression analysis was used to determine the extent to which organisational commitment and POS predict turnover intention. Table 4.23 depicts the model summary results. The R value of .481 indicates a moderate degree of correlation, whilst the R² or adjusted

R² value indicates how much of the total variance in turnover intention is explained by the model. It shows that the model explains 23.1% of the variance in turnover intention.

Table 4.24

Analysis of variance

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Squares</i>	<i>F</i>	<i>Significance</i>
<i>Regression</i>	7101.057	2	3550.529	22.288	.000 ^b
<i>Residual</i>	23576.876	148	159.303		
<i>Total</i>	30677.934	150			

Dependent variable: Turnover intention. Predictors (constant): Organisational commitment and Perceived Organisational Support. *df*, degrees of freedom; *F*, variance of the group means. ^b The regression model is statistically significant at $p = 0.000$ ($p < 0.001$).

The regression model is statistically significant at $p = 0.000$ ($p < 0.001$) indicating that the model significantly predicts Turnover intention (see Table 4.24).

Table 4.25

Regression analysis: Perceived Organisational Support and Organisational commitment as predictors of Turnover intention

<i>Model</i>	<i>Beta</i>	<i>t</i>	<i>Significance</i>	<i>Collinearity Tolerance Statistics</i>	<i>Variance Inflation Factor</i>
<i>TPOS</i>	.447	6.001	.000	.934	1.070
<i>TCOMMIT</i>	-.096	-1.291	.199	.934	1.070

TPOS = Perceived Organisational Support, TCOMMIT= organisational commitment, TTURN = turnover intention.

The next step was to determine whether organisational commitment and POS determine turnover intention. Tolerance and VIF values indicate whether the variables are correlating too high (above $r = .90$) hinting at multicollinearity. Tolerance values less than .10 indicate that

the correlation among the variables under study are high, suggesting the possibility of multicollinearity. The Variance inflation factor (VIF) values above 10 would indicate multicollinearity. Table 4.25 indicates that both the Tolerance and VIF values are within the acceptable range.

The significance column in Table 4.25 indicates that only POS is making a statistically significant and unique contribution to Turnover intention. It accounts for 44.7 percent of the variance ($\beta = 0.440$; $t = 6.001$; $p < .001$).

4.9 CONCLUSION

This chapter quantitatively displayed the results of the research data by means of descriptive statistics to illustrate the data findings and inferential statistics to make inferences about characteristics of the population based on the study sample. Chapter Five, which follows, delivers a discussion of the research findings by comparing it against previous research completed in this area.



CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

In Chapter five the researcher presents an in-depth discussion of the research findings in relation to studies previously completed on these variables. As a result of the scarcity of studies conducted in the cash industry, reference is made to other business professions. Subsequently, the limitations of the research study are explored with potential recommendations and suitable proposals for future enquiries. Lastly, research conclusions will then be reviewed based on the acquired results, and recommendations for the organisation will be put forward.

5.2 OVERVIEW OF RESEARCH ENQUIRY

The rationale behind this study was to explore employees' behaviour in a specific organisation in the cash industry with reference to:

- (1) the relationship between employees perceived organisational support and turnover intentions.
- (2) the relationship between the dimensions of organisational commitment namely, affective, normative and continuance commitment and turnover intentions.
- (3) the relationship between employees perceived organisational support and the dimensions of organisational commitment namely, affective commitment, continuous commitment and normative commitment.
- (4) whether either perceived organisational support or organisational commitment is the strongest contributor to turnover intentions and,
- (5) which of the dimensions of organisational commitment namely, affective commitment, continuous commitment and normative commitment is the strongest contributor to turnover intentions.

5.3 SUMMARISATION AND INTERPRETATION OF THE RESEARCH FINDINGS

Perceived organisational support is based on the notion that in order to obtain socioemotional and tangible subsidies, the workforce must perceive that the organisation appreciates their efforts, their work labour and their over-all well-being (Eisenberger et al., 1986; Eisenberger et al., 2001). Employees feel that socioemotional subsidies and tangible reimbursements appear as a form of respect, care and consideration, fair earnings, and gains (Eisenberger et al., 1986; Eisenberger et al., 2001). Organisational commitment is based on the notion that employees who are recognised with the organisation and passionately believe in the organisation's objectives and goals, will exercise substantial determination and effort in the best interests of the organisation and will want to continue being associated with the organisation (Hussain & Asif, 2012).

***Hypothesis 1:** There is a significant relationship between perceived organisational support and turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.*

Hypothesis one states that there is a significant positive relationship between employees' perceptions of organisational support and turnover intentions. This hypothesis was confirmed as the research study results indicated a medium relationship between perceived organisational support and turnover intention. The direction of the relationship is fascinating as one would have expected the relationship to be negative as found in most previous research outcomes. Since the direction of the hypothesis is positive, it implies that as one perceived that their organisation supports them, the more turnover intentions are expected to increase. This was not the anticipated results but can be understood given the nature of the role performed by cash-in-transit employees. One possible explanation for this result could be related to the fact that the cash-in-transit industry is one of the most dangerous fields to work in as evidenced by the high number of cash-in-transit heists and related deaths in South Africa. The notion of perceiving organisational support is highly associated with the concept of employee wellbeing and selfcare. With organisations attempting to increase perceived organisational support, employees are encouraged to consider their well-being which brings about the realisation that their safety can never be guaranteed. Within their line of work, employees are faced with the realities associated with personal risk and danger connected to their daily duties. The cash-in-transit employees perceived organisational support may be highly conflicted, skewed with an unconscious bias that '*the organisation cannot protect me*'. The results may indicate that

despite the organisations attempts to increase organisational support, the inherent risks related to their role shapes their turnover intentions. Consequently, any positive reward and support from management in effort to make the employees happier in order to retain them may be overlooked given the employees psychological perception associated with their duties, requiring them to risk their lives. Organisations within the cash-in-transit industry can only offer organisational support within boundaries and employee psychological safety can never be attainable.

An extreme alternative explanation is that employees may view organisations positive rewards and support in bad light as just an effort to keep employees working in this dangerous field. In other words, the employees may not be working in this field out of choice but due to shortage of employment and would be taking these cash-in-transit jobs just as means to earn some income while they continue to search for other opportunities.

The results of this study are not consistent with the findings of numerous studies in literature. For example, Eisenberger et al.'s (1986) perceived organisational support theory and other researchers reported a positive and strong relationship between perceived organisational support and turnover intentions (Cho, Johnson, & Guchait, 2009; Nasyira et al., 2014). To particularise, Cho et al. (2009) done their observations amongst nonsupervisory workers of cafeterias and hotels in the United States of America, and discovered that the influence that perceived organisational support had on intention to stay with the organisation, is double in measure to the effect of perceived organisational support on intention to leave the organisation. Foong-ming (2008) in a study conducted using with 357 Malaysian knowledge employees, uncovered perceived organisational support to be connected to turnover intentions proposing that perceived organisational support might possibly be strongly associated to turnover intentions more so than affective organisational commitment and job satisfaction. Liou (2009), alternatively, maintain that workers with advanced levels of perceived organisational support will in all probability show discretionary effort (go above and beyond the minimum required) as a result of their alignment to the organisation's objectives and values.

A South African study conducted by Poisat, Mey and Theron (2014) which focused on social support being key to cash in transit guards' psychological wellbeing, argues that the level of burnout is strongly influenced by a lack of social support and a stressful work environment. As mentioned in the descriptive results, most respondents indicated that they do not perceive that support is available from their organisations, managers and/or co-workers. The descriptive

statistics also revealed that most of the respondents perceived their work environment as stressful, tense, dangerous, and negatively affecting their health (Poisat, Mey & Theron, 2014).

As the results indicate, perceived organisational support has an adverse effect on employee retention. This is an obvious anomaly but an understandable one. As employees receive support from the organisation in respect of their well-being, employees are trained to understand the importance therefore. The negative implication of this is that whilst understanding the importance of their welfare, employees also come to the realisation that their safety can never be assured. As such, increasing perceived organisational support is not as effective in reducing employee turnover in the cash-in-transit industry.

Hypothesis 2: *There is a significant relationship between the dimensions of organisational commitment (namely, affective, normative, and continuous commitment) and turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.*

Hypothesis two examines the relationship between the dimensions of organisational commitment specifically, affective, continuous, and normative commitment and turnover intention. This hypothesis was confirmed as all the three dimensions of organisational commitment exhibited statistically significant and negative relationships with turnover intention. The results suggest that among the three dimensions of organisational commitment, the employee's affective commitment to the organisation is the most important predictor of turnover intention, followed by normative commitment. In our words, in considering the results related to this hypothesis, research found that employees who have an emotional commitment to their organisation will have a lower turnover intention than others. It further suggests that employees are less likely to leave the organisation due to their emotional state of obligation felt towards the organisation (normative commitment) or as a result of the employees feeling a personal connection to the organisation (affective commitment). Employees are more likely to leave their jobs as a result of the costs associated with leaving the organisation (continuous commitment) i.e. better salary prospects at an alternate organisation. The research results also suggest, consistent with previous research, that employees are less likely to withhold their feelings of turnover intent and remain with the organisation as a result of not having any other employment prospects (Meyer et al., 2002) or due to employees receiving certain benefits in advance (Allen et al., 2003).

Meyer and Allen (1997) suggest that if an emotional connection exist, employees remain with an organisation for a long time as they 'want to'. Inevitably, they then also show an improved contribution in their work responsibilities in addition to good social responsibility behaviours (Liou, 2008).

While this present research findings a significant relationship for affective, continuance and normative commitment and turnover intentions, Culpepper (2011) acknowledged affective and normative as inadequate concepts for employees to hold. The author claims that these constructs may withhold employees' intentions to leave for only a short timeframe and does not determine employees long term intentions to stay with the organisations.

The company that took part in the present research study would have to consider ways of increasing employees' affective commitment (emotional attachment) to ensure that the organisation retains employees for longer timeframes. Yang et al. (2011) highlight that personnel that share similar goals and values of the company, are more likely to remain with the company. Similarly, Al-Aameri (2000) proclaims that individuals who feel strong levels of affective commitment work hard and want to remain a member of the organisation, contrasting to continuous and normative commitment that causes individuals to remain with the organisation as a result of obligation or lack of another possibilities (Meyer & Herscovitch, 2001).

Hypothesis 3: There is a significant relationship between perceived organisational support and the dimensions of organisational commitment (specifically, affective, normative and continuous commitment) amongst employees in a selected cash-in-transit company in the cash industry.

The third hypothesis investigated the relationship between perceived organisational support and the three dimensions of organisational commitment. This hypothesis was substantiated as it found small to medium inverse statistically significant relationship with all the dimensions of organisational commitment. Although the hypothesis is confirmed, the direction of the relationship is surprising. Most of the studies in literature indicate a positive relationship between all the dimensions of organisational commitment and perceived organisational support.

The outcomes of the current research findings suggest that when individuals believe that their organisation appreciates their contribution and is concerned about their welfare, they are likely to display lower degrees of affective, normative and continuance organisational commitment.

As with hypothesis one, these results do not correspond with previous research papers linking perceived organisational support to the dimensions of organisational commitment (Riggle et al., 2009; Tansky & Cohen, 2001).

In an effort to understand the reasons for this result, one possible explanation emerges. It could be that despite employees recognising the efforts of the organisation, valuing the leading role the organisation plays within the industry or their knowledge of how well they are supported by their organisation, the dangers associated with their role makes it extremely hard to commit to their job and fall in love with what they do.

This is evident in the research conducted by Jonker (1998) who reported the following statement made by a victim of a cash in transit robbery: *“I will never be able to work as a security guard again. The job is too dangerous, and you never know if you will see your family again”*. A similar statement was made at the eighth (8th) World Conference on Injury Prevention and Safety Promotion, during an interview with a cash in transit guard (Poisat, Mey & Theron, 2014): *“I experience fearful thoughts of not coming back alive...because of the long hours you cannot think straight”*.

Makanjee et al. (2006) stated that perceived organisational support positively impacted health workers' organisational commitment. Consequently, it would be worthwhile for companies who need to wish to attain employee commitment to put in place plans that improve perceived organisational support by setting up a working environment which draws on positivity (Makanjee et al., 2006).

In addition, Eisenberger et al. (1986), Eisenberger et al. (1990) and Rhoades and Eisenberger (2002), support the notion that individuals who are appreciated, cared for and respected by their companies will attach to their organisation in a way which resembles affective commitment. Brown and Bardoel (2003) discovered that personnel with high levels of affective commitment are motivated to greater heights of performance and are likely to make meaningful contributions than personnel who hold continuance or normative commitment.

Other research results propose that personnel with high-levels of perceived organisational support tend to view organisational objectives as a signal of admiration and consideration displayed by their company; personnel subsequently tend to develop a positive outlook to the company, improving their level of affective commitment (Aube et al., 2007). Perceived organisational support is expected to be improved as a result of the achievement of responsibilities associated with the success of organisational goals. Chuebang and Boatham

(2011) suggest that personnel who have great levels of perceived organisational support for their occupations are highly committed to their organisations. Consequently, organisational leaders have a crucial role since they can positively effect workforces through offering encouragement, support as well as make teams feel that they are essential to the organisation's success.

The glaring anomaly is the research results contemplated in this study which suggests that high levels of perceived organisational support results in low levels of commitment. It is important to note that this does not mean that employees do not perform their job to the best of their ability. They naturally do as performing their jobs to the best of their ability is literally a matter of life or death. It is this very realisation which creates this anomaly. As organisations support employees, they understand the importance of their wellbeing which brings about the realisation that their wellbeing cannot be guaranteed given the nature of their roles. As such, employees may be committed to performing their jobs well, but not to the job itself.

***Hypothesis 4:** Either perceived organisational support or organisational commitment is the best predictor of turnover intentions amongst employees in a selected cash-in-transit company in the cash industry.*

The fourth hypothesis considered whether perceived organisational support or organisational commitment was the best predictor of turnover intentions. The outcomes of this research found perceived organisational support to be the stronger predictor of turnover intentions, making a statistically significant and unique contribution to turnover intention (albeit by increasing turnover intention). Similar to a research study completed by Dawley et al. (2010), perceived organisational support was found to be a predictor of turnover intention. The research results discovered that when organisational leaders and managers expressed a genuine care for their employees, turnover was low. Perryer et al. (2010), uncovered that together perceived organisational support and organisational commitment were substantial predictors of turnover intention. The researchers realised that employees with low levels of commitment, but high levels of support from the organisation, are less likely to leave the organisation. Perryer et al. (2010) purport that perceived organisational support created a feeling of trust and value, thus decreasing turnover and ultimately increasing organisational commitment.

The obvious differentiating factor with the current research is that perceived organisational support has a negative impact on employee retention. The unique results therefore require a unique approach to combat employee turnover.

Hypothesis 5: Which of the three dimensions of organisational commitment, ((i) affective, (ii) normative and (iii) continuous commitment is the best predictor of turnover intentions amongst employees in a selected cash-in-transit company in the cash industry?

The fifth hypothesis investigated which of the dimensions of organisational commitment specifically, affective, continuous and normative commitment best predicts turnover intentions. In this study affective and normative commitment were discovered to be significant predictors of turnover intentions, with affective commitment being the best predictor (Affective commitment accounts for 26 percent of the variance ($\beta = 0.26$; $t = -3.241$; $p < .001$) and normative commitment accounts for 25 percent of the variance ($\beta = -0.25$; $t = -2.828$; $p < .001$).

The results of this study propose that employees are more likely to devote themselves to the organisation in return for the rewards obtained or the consequences avoided (Meyer & Allen, 1997). Affective, also known as emotional attachment to the organisation is considered the most predominant dimension illustrating organisational commitment (Meyer & Herscovitch, 2001). According to Heery and Noon (2001), affective commitment is when a worker stays with an organisation because he or she believes in its purposes and senses a feeling of loyalty. This commitment determinate means members staying with the organisation because they want to (Meyer & Allen, 1991).

The results of this study bear a resemblance to the majority of the studies conducted on these variables, for example, Harris and Cameron (2005) discovered among a group of 60 workers employed at a food processing organisation, that affective commitment predicted greater turnover intentions, rather than normative and continuance commitment. Correspondingly, Begraim (2010) and Stallworth (2004) uncovered affective commitment to be a significant predictor of turnover intentions as employees are more probable to exit the organisation if they cannot identify with the organisations' image or internalised the organisation's goals.

Similar to this research results, Kennedy (2006) noticed that of the three dimensions of organisational commitment, affective commitment was the only independent variable to predict turnover intentions. Somers (1996) also detected only affective commitment to be a

consistent predictor of turnover. In addition to those results, he also discovered that continuance commitment interrelated to affective commitment in affecting job withdrawal intentions.

The results of this study also propose that employees are more prone to leave the organisation if their emotions of obligation to remain employed fade (normative commitment). Normative commitment is connected to an employee's emotional state of obligation or responsibility to continue working with an organisation (Meyer & Allen, 1991; Meyer & Allen, 1997). Individuals internalise structural objectives and ethics to such a degree that they develop a commitment to the organisation because they feel it to be the right thing to do (Allen & Meyer, 1990). Employees internalise normative beliefs of duty and obligation causing employees to prolong their membership with the organisation (Allen et al., 2003). Therefore, irrespective of how much ill treatment experienced or lack of trust the employee obtains from the organisation, the employee will remain with the organisation as he/she believes that it is the morally righteous thing to do (Allen & Meyer, 1999). Comparable to the results found in this research, Al-Hussami, Darawad, Saleh and Hayajneh (2013) discovered that of the three dimensions, the only significant predictor of turnover intentions was normative commitment, because employees remained with the organisation as they felt obliged to. This notion could be easily understood for employees working in the cash-in-transit industry given the crucial role they play in the South African economy. It is well understood within the industry that South Africans are still hugely dependant on the possession of physical cash. Despite the digitalised world of work we find ourselves in, many South Africans still receive their salaries by way of physical cash besides the huge need to service ATM's and retail client cash drop offs . With that said, this role of socialisation to our economy may influence these employees' normative beliefs of duty and social obligation.

The variance ascertained in this research findings may be connected to many influences, as numerous scholars discovered evidence influencing the effects when predicting turnover intentions. A comprehensive analysis of the influences of career commitment to the connection between affective organisational commitment and turnover intention by Chang (1999) showed diverse scales of turnover intentions, dependent on the complexion of the career commitment and affective commitment relationship. It was witnessed that when employees are dedicated to the organisation they are less inclined to leave the organisation, and the level of the relationship between organisational commitment and intention to leave was discovered to be greater for employees strongly committed to their careers. Employees low in both categories of commitment had the greatest turnover intents as they did not care about the organisation or

their current careers (Chang, 1999). Employees with great career dedication (commitment) and weak levels of affective commitment are also inclined to leave the organisation as they did not believe that their current organisation satisfied their career desires or goals.

5.4 LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Although the present study has contributed on the body of knowledge on perceived organisational support and organisational commitment's influence on turnover intentions, several limitations are worth noting.

The first limitation pertains to the fact that the research study adopted a quantitative method to gather information. The study made use of self-reported questionnaires that can lend themselves to the possibility of providing bias and misrepresented answers and hereby, threatening the reliability and validity of the measurement (Neuman, 2003; Zohrabi, 2013). Self-reports are also often influenced by the respondents own personal prejudices, when they report on their own experiences. For example, many respondents are influenced to report experiences that are considered socially acceptable or preferred (Neuman, 2003). According to Hair, Babin, Money and Samouel (2003), the shortcomings of using self-report questionnaires may include the lack of the researchers' support.

Furthermore, in practice, numerous scholars agree that merging quantitative and qualitative techniques (also known as the "mixed method" research) creates a richer and more comprehensive interpretation of the area being researched (Delpont & Fourie, 2011; Zohrabi, 2013). The mixed method research technique, where both quantitative and qualitative methods are exercised, enables the authentication of quantitative research data in relation to the qualitative research data collected, through a process known as triangulation (Babbie & Mouton, 2001; Allen, 2017). Therefore, by making use of interviews (qualitative methodology) as well, may have provided richness to the findings collected from the questionnaire for this study. Hereby, allowing the researcher to probe for additional information where necessary. Given the research results for Hypothesis one and Hypothesis three, it is evident that future studies need to explore in greater depth the concept 'organisational support', as well as the notion of 'peace of mind' as it pertains to employees within the cash-in-transit industry. Hence, a qualitative study will allow for these inferences through techniques like first-hand observation, interviews, focus groups and recordings made in natural settings.

A second limitation relates to the fact that the study utilised a non-probability sampling method in the form of a convenience sample to gather data. A convenience sample does not provide a fair representative result, as the researcher has no control over the sample composition (Carr, 2005; Allen, 2017). Hence, respondents who volunteer to participate in the study could be very different to those who do not volunteer. An achievable recommendation to improve this could be to employ a stratified random sampling method to predetermine the number of representatives selected aligned to the population under study (Terre Blanche & Durrheim, 1999; Allen, 2017). This would enable the researcher to generalise the sample findings to the larger population, improving the validity of the research results (Carr, 2005. Allen, 2017).

The third limitation concerns the generalisability of the findings. While all the ATM and CIT employees at the research site were invited to participate in the study, only 151 questionnaires were received. The sample group comprised of employees from different cultural backgrounds, with English not necessarily being their first language. This may have been a contributing factor to the low participation percentage. A bigger sample group would have improved the generalisability of the findings.

A fourth limitation pertains to the validity of the research findings. This could also have been improved through the application of longitudinal studies. Longitudinal studies comprise of the assessment of the research variables over a period (Terre Blanche & Durrheim, 1999; Lavrakas, 2008). The application of longitudinal studies will allow the researcher the opportunity to observe related behaviour on several different occasions, therefore gathering additional significant information and perhaps achieving different conclusions. This also takes care of maturational effects.

In addition to the above, additional extraneous variables raise doubts to the internal validity of the study. That is possible because confounding variables such as leadership style (Weaver, 2015), organisational culture (Bakker & Leiter, 2010), social sensitivity (Rabenu, 2021), which have been found to have an impact on the perceived organisational support-organisational commitment influence on turnover intentions. The fact that these variables may have played a role reduces the confidence with which conclusions may be drawn with regards to the perceived organisational support- organisational commitment influence on turnover intentions. Therefore, future investigations should study the influence of these variables.

To counter the above limitations, it is suggested that future studies increase internal validity. This can be accomplished by utilising research designs that allow for the control of possible

confounding variables such as the aforementioned, which have been found to have an impact on perceived organisational support-organisational commitment influence on turnover intentions. By improving internal validity in this way will make it feasible to test the impact on perceived organisational support-organisational commitment influence on turnover intentions with greater certainty. It is further suggested that external validity is improved by the selection of a larger sample as well as through the use of a probability sampling design. By drawing a stratified sample of participants from the population, selection bias will be reduced (Sekaran, 2003). Subsequently, the sample will be more representative of the population, therefore, allowing for greater generalisability of the research findings.

Finally, it is further recommended that future studies raise ecological validity by focusing on the selection of samples that are representative of a variety of cash-in-transit, banking, and security companies in the country. Such an endeavour will increase the scope of the applicability of the research findings by allowing for greater generalisability (Welman et al., 2008).

5.5 RECOMMENDATIONS FOR THE ORGANISATION

The results of the current study evidenced considerable inconsistencies to the findings conducted in other industries (Grant et al., 2008; Satardien, 2019). Therefore, it is recommended that the organisation conduct studies to conceptualise the term organisational support as it pertains to employees understanding in the cash-in-transit industry.

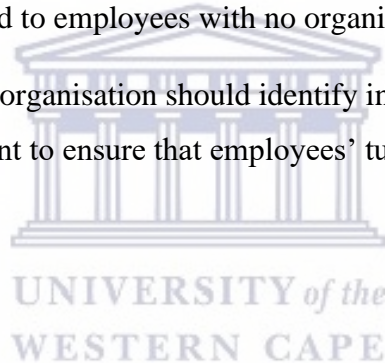
The results also show that a more focused approach should be adopted to unpack the concepts of psychological safety, stress, and employee health in the organisation. This is recommended to assist with understanding how the turnover may possibly be lessened in the organisation. As already noted in Sections 1.2 and 5.3; employees in the cash-in-transit industry work under in extremely risky and dangerous conditions. Armstrong-Stassen and Ursel (2009) argue that when employees are consistently subjected to such perilous work conditions, they are predisposed to developing psychological disorders (Armstrong-Stassen & Ursel, 2009). This may ultimately lead to employee turnover (Armstrong-Stassen & Ursel, 2009).

Further considerations the organisations should explore, which may provide more clarity on the concept of organisational support is effective/improved safety and staffing plan, include formulation and implementation of professional training programs and providing tailored

organisational support. Other measures may include reviewing and revising salary and pay strategies, and the formulation of career planning. (Armstrong-Stassen & Ursel, 2009).

In addition, hypothesis two (which explored the correlation between the dimensions of organisational commitment) show that affective, continuous, and normative commitment a statistically significant and negative relationships with turnover intention. In terms of the dimensions of commitment (affective, normative, and continuation), each facet is diverse and influences employees in a different way. According to Somers (1995) and Stanley, et al. (2013), affective commitment seems to be the most consistent variable that has positive correlation to turnover intention and absenteeism. According to Stanley, et al. (2013), employees with affective commitment tend to appear dominant compared to employees that hold other commitment facets. In other words, employees who have high levels of affective commitment are likely to have low turnover intention compared to employees with other commitment facets. Irrespective of the leading or passive commitment facets, employee commitment is likely to reduce turnover intents compared to employees with no organisational commitment.

It is therefore suggested that the organisation should identify interventions that would increase employees' affective commitment to ensure that employees' turnover intentions are reduced.



5.6 CONCLUSION

Chapter five reviewed the research results in terms of the research hypotheses and evaluated the findings to previous explorations. The chapter concludes with the limitations and recommendations for future studies as well as recommendations for the organisation.

Furthermore, this research sought to add to the existing body of knowledge within the discipline of organisational support, organisational commitment, and turnover intention. The results of this study are not consistent with the findings of numerous studies in literature for the following reasons (i) the results indicate that perceived organisational support has an adverse effect on employee retention. (ii) Furthermore, a small to medium inverse statistically significant relationship was found with all the dimensions of organisational commitment and perceived organisational support.

However, since employees are terminating their services despite the high unemployment rate in South Africa, and given the critical role that the cash in transit industry play in the economy,

it may be beneficial to elicit reasons, other than perceived support and organisational commitment which may increase turnover intention.



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FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

Department of Industrial Psychology

Private Bag X17, Belville, 7535
South Africa
Tel: +27 (0) 21 959 2779 / 3184
Fax: +27 (21) 959-2578
E Mail: dahamman-fisher@uwc.ac.za

APPENDIX 1: INFORMATION SHEET

DEAR PARTICIPANTS

Title of Research Project: Perceived organisational support, organisational commitment and turnover intentions amongst employees in a selected company in the cash industry in Gauteng.

This is a research project being conducted by Samantha (Saaligha) Crayenstein (a master's student, as part of my master's degree requirement); under the supervision of Dr Hamman-Fisher, a Lecturer of the Industrial Psychology Department at the University of the Western Cape. We are inviting you to participate in this research project, as a result of your involvement in the Cash industry. The purpose of this research project is to investigate whether perceived organisational support and organisational commitment has an impact on employees' turnover intentions.

You are asked to complete a consolidated survey comprising of four questionnaires, comprising of a biographical, perceived organisational support, organisational commitment and turnover intentions questionnaire. Participation is completely voluntary, and you are under NO obligation to take part. Participation is completely anonymous and is not a requirement by your employer. Your employer will not receive any of this information unless consent is given. The information on this questionnaire will be used for research purposes only.

If at any stage of this research process you feel uncomfortable as a participant, you are encouraged to make me aware of this. I am a Registered Counsellor (Practice No. 0026387) with the Health Professions Council of South Africa and will be able to support you and review your circumstances. Should it be necessary, I will refer you ICAS. This information will be strictly confidential.

You may choose not to take part at all. However, if you decide to participate in this research, you may withdraw at any time without any consequences.

If you have any questions about the research study itself, please contact: Samantha (Saaligha) Crayenstein, 2951997@myuwc.ac.za, or Dr Hamman-Fisher, 021-9593184/dahamman-fisher@uwc.ac.za.

Thank you for your time and participation.

Saaligha Crayenstein



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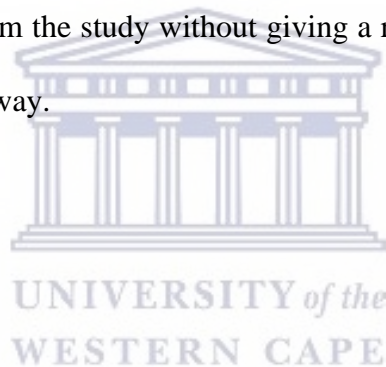
Department of Industrial Psychology

APPENDIX 2: CONSENT FORM

I freely and voluntarily agree to participate in the study “Perceived organisational support, organisational commitment and turnover intentions amongst employees in a selected company in the cash industry in Gauteng”. I understand that my identity will not be disclosed, and information obtained from this study will only be used for research purposes. I am aware of the fact that I may withdraw from the study without giving a reason at any time and this will not negatively affect me in any way.

Signed:

Date:



APPENDIX 3: SURVEY QUESTIONNAIRES

A: BIOGRAPHICAL QUESTIONNAIRE

The information received in this questionnaire is strictly confidential and will be treated as such.

Please complete by placing a cross (X) in the applicable box

Please note: The numbers in the right-hand column does not imply anything and is used purely for research purposes only.

1. Gender

Male	1
Female	2

2. Age

younger than 20 years	1
20 – 30	2
31 – 40	3
41 – 50	4
50 years and older	5

3. Marital Status

Single	1
Married	2
Divorced	3
Widowed	4
Co-habiting	5

4. Years of Service

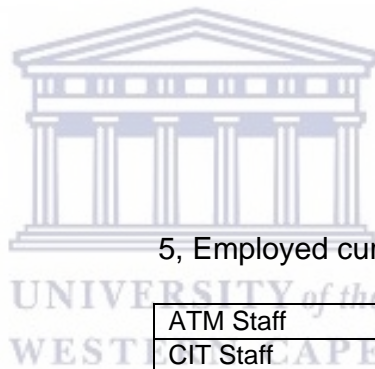
Less than 1 year	1
1 - 2 years	2
3- 4 years	3
4 or more years	4

5. Employed currently as

ATM Staff	1
CIT Staff	2

6. Employed at:

Kempton Park	1
Midrand	2
Ormonde	3



C: ORGANISATIONAL COMMITMENT QUESTIONNAIRE

This section focuses on the employee's commitment to the organisation
Please answer all the statements by placing a cross (X) in the applicable box

	STRONGLY DISAGREE 1	DISAGREE 2	UNCERTAIN 3	AGREE 4	STRONGLY DISAGREE 5
1. I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5
2. I enjoy discussing my organisation with people outside it.	1	2	3	4	5
3. I really feel that this organisation's problems are my own.	1	2	3	4	5
4. I think that I could easily become attached to another organisation as I am to this one.	1	2	3	4	5
5. I do not feel like 'part of the family' at my organisation.	1	2	3	4	5
6. I do not feel 'emotionally attached' to this organisation.	1	2	3	4	5
7. This organisation has a great deal of personal meaning for me.	1	2	3	4	5
8. I do not feel a strong sense of belonging to my organisation.	1	2	3	4	5
9. I think that people these days move from organisation to organisation too often.	1	2	3	4	5
10. I do not believe that a person must always be loyal to his/her organisation.	1	2	3	4	5
11. Jumping from one organisation does not seem at all unethical to me.	1	2	3	4	5
12. If I got another offer for a better job elsewhere I would not feel right to leave my organisation.	1	2	3	4	5
13. One of the major reasons I continue to work for this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	UNCERTAIN	AGREE	STRONGLY DISAGREE
14. I was taught to believe in the value of remaining loyal to one organisation.	1	2	3	4	5
15. Things were better in the days when people stayed with one organisation for most of their careers.	1	2	3	4	5
16. I do not think that wanting to be a 'company man' or 'company women' is sensible anymore.	1	2	3	4	5
17. I am not afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5
18. It would be very hard for me to leave my organisation right now, even if I wanted to.	1	2	3	4	5
19. Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	1	2	3	4	5
20. It would be too costly for me to leave my organisation right now.	1	2	3	4	5
21. Right now, staying with this organisation is a matter of necessity as much as desire.	1	2	3	4	5
22. I feel I have too few options to consider leaving his organisation.	1	2	3	4	5
23. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	1	2	3	4	5
24. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice-another organisation may not match the overall benefits I have here	1	2	3	4	5

D: TURNOVER INTENTIONS QUESTIONNAIRE

This section focuses on the employee's intention to leave the organisation
 Example: if you always feel that you do not wish to remain with your current organisation,
 then you will place a cross on 7.

Please complete by placing a cross (X) in the applicable box

1.How often have you considered leaving your current job?	NEVER	1	2	3	4	5	6	7	MOST OF THE TIME
2.How frequent do you scan newspapers for job opportunities?	TO NO EXTENT	1	2	3	4	5	6	7	TO A LARGE EXTENT
3.To what extent is your current job not addressing your important personal needs?	NEVER	1	2	3	4	5	6	7	ALWAYS
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 values at work compromised?	NEVER	1	2	3	4	5	6	7	ALWAYS
6.How frequent are you daydreaming about a different job that will suit your personal needs?	LOW	1	2	3	4	5	6	7	HIGH
7.What is the probability that you will leave your job, if you get another suitable offer?	ALWAYS	1	2	3	4	5	6	7	NEVER
8.How frequent do you look forward to another day of work?	NEVER	1	2	3	4	5	6	7	MOST OF THE TIME
9.How often do you think about starting your own business?	NEVER	1	2	3	4	5	6	7	ALWAYS
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 etc) prevent you from quitting?	NEVER	1	2	3	4	5	6	7	ALWAYS
12.How frequent are you emotionally agitated when arriving home from work?	NEVER	1	2	3	4	5	6	7	ALWAYS
13.How often is your current job affecting your personal well-being?	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

PLEASE ENSURE THAT YOU HAVE RESPONDED TO ALL THE QUESTIONS

YOUR TIME AND PARTICIPATION IS TRULY APPRECIATED, THANK YOU 😊