



Assessing the levels of flourishing in a private security concern

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Executive summary

A high turnover rate of employees has a detrimental effect on the overall effectiveness of any organisation, because amongst others, it imposes both direct and indirect costs. It is therefore crucial to address the *intention* of employees to leave the organisation, since this is viewed as the final stage before employees actually leave the organisation. Although there are countless factors that influence the turnover intention, this study will focus on assessing the level of employee flourishing in a private security concern.

For the purpose of this study spiritual well-being, flourishing and turnover intention were theoretically analysed through available literature in order to define and better understand these constructs. A quantitative research method was used to gather reliable statistical results through a cross-sectional survey design. A questionnaire was formulated from existing questionnaires and respondents were then requested to complete it.

The research data was analysed through basic descriptive statistics and correlations between constructs were also analysed. Cronbach's alpha coefficient was applied to assess the reliability of the construct variables measured in this research. The statistical results indicated a strong correlation between spiritual well-being and flourishing, while both spiritual well-being and flourishing correlated negatively with turnover intention. This statistically, indicates a lower turnover intention from employees who experience flourishing, as well as spiritual well-being.

The foremost constraint of this study involved the use of the convenience sampling method. Generalisation of results can therefore not be made, as the results of a convenience sample are only applicable to those target respondents and not to all employees of the organisation and/ or industry. Nonetheless, intervention strategies were formulised and presented to management in order to attempt the improvement of employee flourishing, as well as spiritual well-being. The objective of the intervention strategies is to affect and address the turnover intention of employees.

Key terms: Flourishing, spiritual well-being, turnover intention.

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Chapter 1: Nature and scope of the study

1.1 Introduction

This study focused on assessing the level of employee flourishing in a private security concern. The study was conducted within a specific organisation that had been experiencing a relatively high turnover rate amongst its operational personnel within the last two years. This situation prompted the company to investigate the presence of potentially contributing factors that might influence the turnover of its' operational personnel specifically.

Chapter 1 summarises the background of the study, the problem statement, the objectives and the scope of the study. The chapter further aims to set out the research methodology that was followed to fulfil the objectives of the study. Lastly, the value-add and limitations of the study are considered.

1.2 Background

Organisations that focus on effective service delivery are dependent on the productivity of their employees. Because employees are considered as one of the most important and valued assets within organisations, high employee turnover can have devastating effects on an organisation (Sachdeva, 2014:238).

This is also applicable to Mooirivier Beskerming, which is a security concern situated in a flourishing city within the North West Province of South Africa. This security company was established in 1996. The company is registered in terms of the Companies Act of 1985 as a Close Co-operation (CC) and also registered with the Private Security Regulatory Industry in order to provide accredited, approved, recognised, acceptable, legal and professional security services as a system tool to protect viable property of the clients.

Moorivier Beskerming's management acknowledges its dependency upon their employees and is passionate about their welfare. Even though the company is built on religious (Christian) values, it acknowledges that none of these values may be enforced on employees. Management, therefore, continuously strive to uplift and improve the emotional, psychological, social and spiritual well-being of their employees. The latter is necessary because the security industry, by definition,

present unique challenges, that not only affect the employees' organisational commitment, but also inevitably spill over to one's personal life. The mentioned organisation is not excluded from these challenges, which include high employee turnover, long dangerous and stressful shifts, relatively low wages and overall working conditions. Mooirivier Beskerming acknowledges these challenges and therefore strives towards finding relevant and appropriate solutions.

1.3 Problem statement

The Concern has 103 full-time employees. Due to the nature of the organisation, a large percentage of these employees work operational shifts in high intensity and stressful conditions. The organisation has experienced a high employee turnover rate for an extended period and notably so within the operational department of the organisation

For the purposes of this study, the term employee turnover, refers to the rate that employees leave the workforce and consequently need to be replaced (Rizwan, Arshad, Munir, Iqbal and Hussain, 2014:2). Turnover is defined as the "individual movement across the membership boundary of an organisation" (Price, 2001: 600). This research paper, however, will focus on turnover intention, which unlike actual turnover is not explicit. Turnover intention is defined as "the reflection of the (subjective) probability that an individual will change his or her job within a certain time period" (Sousa-Poza & Henneberger, 2002:1). Perez (2008:14) stated that actual turnover is thought to increase as the intention increases, making it more proactive to address the latter in this research paper. Costigan et al. (2012:1124) mentioned that the poor attitudes associated with a high turnover intention can influence all employees and therefore have a devastating effect on the morale of the employees within the organisation.

A substantial amount of resources in terms of time and money, are invested in the operational department of the organisation and this is due to the nature of the duties performed by these personnel. The intervention strategies, such as adjusted working hours, financial (performance) bonuses and different skill development courses that had been implemented within the company seems to be ineffective, since the

turnover rate remained relatively high. The predicted high turnover rate does not only affect the company financially, it also creates a negative and low morale under the remaining employees.

These concerns lead management to turn to the academic literature in search of possible solutions. Spiritual well-being, flourishing and turnover intention point towards possible solutions. These constructs will be discussed and analysed in the paragraphs that follow.

Wright and Bonett (2007:144) point to the fact that job satisfaction has for a long time been the more common predictor in turnover intention research. Wright and Cropanzano (2000:84) stated that satisfied employees have higher levels of job related performance, which consequently lead to better organisational performance and less counter-productive behaviour (Lumley, Coetzee, Tladinyane and Ferreira 2011: 101).

Flourishing, defined as a pattern of positive feelings and functioning in life (Keyes, 2007: 100), could be considered as another important factor to counteract turnover intention. Unlike job satisfaction that is specific to an individual's job, flourishing consists of an individual's psychological, emotional and social well-being. These aspects are not only relevant in the individual's personal life but also within the organisational environment. Rothmann (2013: 142) found that flourishing within organisational context and general life share around a 54% variance.

Employees are affected by experiences, be they physical, emotional or social in nature, within the workplace. By creating an environment that result in healthy and motivated employees, management could address both the employees', as well as the organisation's well-being, resulting in a lower employee turnover. (Rautenbach, 2015: 3).

Well-being cannot be defined by a single measure and therefore Rothmann (2013: 129) suggested a multi-dimensional model. Porath, Spreitzer, Gibson and Garnett (2012:250) described the concept of thriving as the perfect example of such a multi-dimensional state. The definition of thriving suggests a sense of vitality and learning. These two dimensions are combined to form an understanding for certain behaviour, for example, an employee that is learning but feels depleted, is not thriving. This

implies that well-being consists of different states and is influenced by job context and social relationships rather than personality disposition (Rothmann & Cooper, 2015: 224).

Some research approaches regard well-being as the combination of feeling good and functioning well. Diener, Wirtz, Tov, Kim-Prieto, Choi, Oishi, and Biswas-Diener (2010: 154) took into account research on a comprehensive factor analysis of items measuring well-being, conceptualised flourishing, and inclusive of components such as purpose in life, positive relationships, competence, optimism and contribution towards the well-being of others.

Seligman (2011:13) described flourishing as the standard by which well-being is measured and that the goal of positive psychology is to increase flourishing. He distinguished between five elements of flourishing, namely: positive emotions, engagement, meaning, accomplishment and positive relations. Considering this, Huppert & So (2013:838) defined flourishing as the experience that life is going well. By combining feeling good and functioning effectively, they found that flourishing is nothing more than high levels of mental well-being.

Rothmann (2013:129) proposed a multi-dimensional model of flourishing in an organisational context within South Africa. This model consisted of emotional and psychological well-being dimensions. Emotional well-being entails that job satisfaction and positive affect balance will result in employees feeling well at work. According to the psychological well-being dimension, employees that flourish will be more self-determined, because their psychological need for autonomy, competence and relatedness is satisfied. Employees will harmoniously engage because of the purpose and meaning experienced at work. Employees might experience dissatisfaction and lack positive emotion when any of the above-mentioned is absent.

Cavitt (2012:11) as well as Van Dierendonk (2012:686), describe the importance of spiritual well-being as a dimension of positive human functioning. Both these authors agree that spiritual well-being is all too often not considered in the developmental aspects of well-being. In his research, Cavitt (2012:14) referred to the concept of the spirit as a much-debated subject. On the one hand is a school of thought who believes that the spirit is only a process of the mind, caused by socialisation. On the

other hand is the psychological school of thought supporting the holistic view of mental health. The latter interprets the spirit as a driving force towards humanistic right and wrong, originating from outside a person. This force drives the mind and is recognised as thoughts, feelings and behaviours. Elaborating on the multi-dimensional study done in 2010 by Delle Fave, Brdar, Vella-Brodrick and Wissing (2013:120), which indicated that religion and spirituality rated highly in both happiness and meaningfulness, Kashdan & Nezlek (2012:1523) stated that spirituality (whether consciously or unconsciously) plays a crucial part in most people's lives. From the above mentioned it is clear that religion differentiate from spiritual well-being. The former being the belief and/or worship of a higher being, while the latter contribute to the holistic health of an individual. Even though Spiritual well-being is not necessarily based on a specific religion, it will be studies through a Christian perspective for the purpose of this research paper.

To ensure that employees are content and have lower intention to leave their current job, employers need to consider a few more aspects than just creating a good working environment.

This research paper will attempt to clarify whether employees' flourishing and spiritual well-being have a significant influence on turnover intention within the specific organisation.

Through this study, Mooirivier Beskerming might be able to form a clear picture on its employees' turnover intention, which through relevant recommendations, could be addressed by management.

1.4 Research Objectives

The primary objective of this research paper is:

- i. To investigate the relationship between flourishing and spiritual well-being of employees (within a specific department) and the intention to leave the organisation.

Secondary objectives of this research paper are:

- i. To determine if there is a significant correlation between flourishing (emotional, social and psychological well-being) and spiritual well-being.

- ii. An empirical study to determine the level of turnover intention and necessity of addressing the turnover intention.
- iii. To supply management with effective recommendations and strategies with regard to the above-mentioned.

1.5 Research methodology

According to Welman, Kruger and Mitchell (2011:2), research is a process that involves obtaining scientific knowledge by means of various objective methods and procedures. The purpose of research is to describe how things are, explain why things are the way they are and to predict phenomena (Welman *et al.*, 2011:22). Research methodology considers and explains the logic behind research methods (Welman *et al.*, 2011:2).

This study, pertaining to specific objectives, consists of two phases, namely a literature review and an empirical study. The former attempts to illustrate how previous studies relate to the proposed study and how these studies are tied together (Welman *et al.*, 2011:3, whereas an empirical study formulates a hypotheses from literature constructs/objectives that will be measured and tested.

1.6 Literature review

An in depth review of available literature on flourishing, spiritual well-being and turnover intention was conducted. The purpose of the literature study is to summarise the primary findings and knowledge from previous, relevant research (Werkmeister and Klein, 2010:394). According to Welman *et al.* (2011:41), the researcher should clearly demonstrate in the literature review how previous studies relate to one another and how the proposed research correlates with similar research.

Therefore, the literature review in this research formulated clear definitions of flourishing, spiritual well-being and turnover intention and also investigated any proposed relationships by previous researchers.

Sources that will be consulted on the relevant topics are:

- North-West University Libraries, online catalogues and databases.

- Web-based articles.
- Search engines such as *EbscoHost*, *ScienceDirect*, *Jstor* and *Google Scholar*.
- Scientific journals.
- Previous research done on flourishing, spiritual well-being and turnover intention.

1.7 Empirical Study

1.7.1 Research design

The nature of this research paper is descriptive, because it focuses on the identification of relationships between constructs, combined with a structured survey conducted to collect the necessary data. The purpose of the descriptive study is to verify the developed hypothesis that reflects the current situation (Rosmarin, Wachholtz, and Ai, 2011:409). A quantitative research method was used to gather reliable statistical data. According to Welman *et al.* (2011:8), the purpose of quantitative research is to evaluate objective data consisting of numbers.

A variable is a property that takes two or more values (Welman *et al.*, 2011:142). The variables in this study are flourishing and spiritual well-being. The dependent variable is turnover intention. The study will attempt to determine whether the independent variables has an effect on the dependent variable.

According to Welman *et al.* (2011:52), a research design is the plan according to which the study obtains participants and collects information from them. The specific design for this study is a cross-sectional survey design. A questionnaire was formulated from existing questionnaires and respondents were then requested to complete the questionnaire.

Validity refers to the extent to which the research findings accurately represent what is really happening in the situation (Welman *et al.*, 2011:142). Reliability is concerned with the findings of the research and relates to the credibility of the findings (Welman *et al.*, 2011:145). In order for the study to be reliable, evidence and conclusion must be produce that can stand up to the closest scrutiny. When determining a certain construct by way of a measuring instrument, the study will

have to prove that valuations are comparable between individuals (Welman *et al.*, 2011:145).

In conclusion, the study followed a quantitative approach and made use of a cross-sectional survey. The main part of the research includes a comprehensive literature review. From the literature review, constructs were identified.

1.7.2 Participants

A population of 34 full-time employees consisting of operational personnel (both male and female), were used to conduct this research. The sampling technique was a population survey.

1.7.3 Measuring instruments

The constructs measured included spiritual well-being, flourishing and turnover intention. The spiritual well-being questionnaire by Moodley *et al.* (2012) was used to measure spiritual well-being. The latter measured four domains, namely personal, transcendental, environmental and communal. The domains cohere to yield the global domain of spiritual well-being. Responses for each item are indicated on a 5-point Likert-type scale ranging from 1 (very low) to 5 (very high). The Flourishing-at-Work Scale (Rautenbach, 2015) was used to measure flourishing of the employees within the social, emotional and psychological well-being domains. This questionnaire consists of 17 items of which the responses varies from 0 (Never) to 6 (always). Turnover intention was measured on a 3-item Likert-type scale, designed by Sjöberg and Sverke (2000).

1.7.4 Procedures

a. Main study

Printed questionnaires were distributed to 34 full-time employees, consisting of operational personnel (both male and female). The questionnaire was explained by the researcher, in addition to a cover letter explaining the purpose of the study. Each respondent completed the self-administered questionnaire, collecting biographical detail, flourishing, spiritual well-being and turnover intention levels.

b. Ethical consideration

All information was treated as confidential and the questionnaire did not require personal details. A confidentiality agreement was also distributed with the questionnaire and is attached in Appendix A. Conclusions and recommendations will be discussed with the relevant management of the organisation.

c. Statistical analysis

Completed questionnaires were taken to the North-West University's Statistical Consultation Services. The data was analysed with the IBM 2013 SPSS Statistics Version 21 program. After establishing the validity and reliability of the instruments within the targeted population, basic descriptive statistics and correlations between constructs were analysed.

1.8 Limitations of the study

Limitations of the study include the following:

1. The study was only conducted on personnel working for Mooirivier Beskerming, making the sample group relatively small.
2. The study on turnover intention was limited to flourishing and spiritual well-being.
3. The period within which the study needed to be completed did not allow for re-testing of the respondents in order to establish whether the recommendations implemented, improved (lowered/decreased) the turnover intention.

1.9 Assumptions of the study

This study is based on the following assumptions:

1. Higher levels of flourishing will influence spiritual well-being.
2. Employees with higher levels of flourishing and spiritual well-being will have a lower turnover intention.

1.10 Chapter division

Chapter 1: Nature and scope of the study

The main purpose of this chapter is to introduce the study. A background of the current situation regarding the turnover is presented. The purpose for the study is stated followed by the formulated problem statement and research questions. The main aim of the research and methodology is explained and applied throughout the study in order to accomplish the set goals of the study.

Chapter 2: Literature review

The main purpose of this chapter is to critically review literature on the key concepts which will aim to provide context to the intended research. The key concepts include spiritual well-being, flourishing and turnover intention.

Chapter 3: Research methodology

The main purpose of this chapter is to provide a study framework in relation to the empirical research design, the respondents of the study, the suggested measuring instruments and the data analysis methods used within the study.

The data gathering methods, which include ethical consideration, will also be reviewed within this chapter.

Consideration will be given to the measuring instruments used in measuring the study constructs; the focus will be on authenticity and accuracy. Data analysis methods will be described in detail within this chapter.

Chapter 4: Discussion of results

The main purpose of this chapter is to present the findings of the study. The following results will be discussed:

- The biographical information of the research participants.
- The descriptive statistical results on the constructs of Flourishing, Spiritual well-being and turnover intention.
- The measurement of possible relationships between the constructs by using correlation coefficients.
- The use of Cronbach's alpha coefficient to measure the reliability of the measuring instrument.

Chapter 5: Conclusions and recommendations

The main purpose of this final chapter is to review the research results, highlight the limitations of the study and to make conclusions based on the research results. The chapter will conclude with recommendations made to the organisation and recommendations for future research.

1.11 Chapter summary

Chapter 1 presented an outline to the research, as well as an introduction to the study. A problem statement, research objectives, research methodology, limitations and the layout of chapters were dealt with. Chapter 2 will focus on the literature review.

Chapter 2: Literature review

2.1 Introduction

This chapter will present the literature study supporting the research done and will cover the following constructs: Spiritual well-being, flourishing and turnover intention.

2.2 Defining the major concepts of the research study

2.2.1 Spiritual well-being

The ever-changing and highly competitive economic environment organisations are expected to function in, place enormous pressure on employees to work harder and be more effective for prolonged time. This notion is derived from companies being exposed to globalisation, rapidly changing and competitive markets, downsizing and increased market expectancies, to name but a few (Mafini, Surujlal and Dhurup, 2013: 12). With more emphasis placed on the financial outcome, Karakas (2010: 91) accurately stated that the workplace is increasingly detaching itself from the emotional and more importantly, spiritual aspects. The latter creates reason for concern, taking into account that employees are spending more time at work than ever before (Van der Walt and Swanepoel, 2015: 96).

Spirituality within the workplace is a relatively unknown and un-researched concept, particularly in the South African context. It is therefore important to determine and understand how workplace spirituality influences the behaviour and attitude of employees. Noor and Arif (2011: 513), as well as Van der Walt and De Klerk (2014: 379) proved through their research that spirituality plays an important role in employees being satisfied at work. Marschke, Preziosi and Harrington (2011: 71) are of the opinion that an organisation has the ability to thrive when management and employees tap into their spiritual resources, which is in line with Smith and Rayment's (2007:217) argument, namely that workplace spirituality positively contribute to individual and organisations, indirectly influencing society at large.

Spirituality is a multi-dimensional, dynamic and subjective experience unique to human beings. It is made up of conscious choices, including the choice to pursue a

connectedness with a divine being, to show compassion to others and to interact with nature (Burnell *et al*, 2009: 2). By bringing it into an organisational perspective it has the ability to form the foundation to various organisational outcomes, especially spiritual well-being.

Spiritual well-being is a complex concept which Ellison (1983:331) in his thesis suggested, was first conceptualised in 1975 by The National Interfaith Coalition on Aging (NICA). The latter defined the concept as “the affirmation of life in a relationship with God, self, community and environment that nurtures and celebrates wholeness”. Scholars have since adopted this as the preferred definition of spiritual well-being, which forms part of the field of positive psychology. It impacts positively on adaptive functioning and general well-being (Hodges, 2002:109; Burnell Burnell, Beukes and Esterhuysen, 2009:2). Like spirituality, spiritual well-being contains elements of transcendence, meaning and purpose in life, an awareness of good and evil, relationships and higher moral values. It also entails the ability to relate to, or have a sense of, a divine being (vertical component), one’s fellow man and nature (horizontal component) and the self (intrinsic component) (Bruce & Cockreham 2004:334; Burnell *et al*, 2009:2; Moodley, Esterhuysen and Beukes. 2012:124). The above-mentioned is derived from a qualitative study done by Fisher (1998: 190), who set out to confirm and expand on the NICA’s definition of spiritual well-being. Fisher (1998: 191) not only agreed that spiritual health is a dynamic state of being, but that spiritual well-being is made up of different domains. The domains of spiritual well-being reflect the extent to which people live in harmony with oneself (personal), others (communal), nature (environment) and God (transcendental other).

The personal domain reflects on the individual’s perception and interpretation of his/her own meaning, purpose and values in life. The communal domain expresses the relationship between the self and others. Elements like morality, culture and religion combined with love, hope and faith in humanity, are contained in this domain and as such are claimed to influence the depth and quality of relationships. The environmental domain entails caring for and nurturing of the physical and biological world. This domain is characterised by awe, wonder and the connectedness to the environment. The transcendental domain focuses on the relationship with “something” beyond human level. This includes a cosmic force, a transcendental

reality or God. This domain includes the faith in and worship of “something” beyond human level (Moodley *et al.* 2012:127; Gomez and Fisher, 2003:1976).

Based on the findings of Leigh (1997:35), that linked spiritual well-being to faster recovery from illness, better coping skills, reduced anxiety and overall life satisfaction, Krishnakumar and Neck (2002:157) suggested that spirituality within the workplace might be linked with increased morale, honesty, trust and an enhanced sense of personal fulfilment of employees.

2.2.2 Flourishing

The workplace forms a significant part of an individual’s life and has the potential of (positively or negatively) affecting that individual’s well-being. The employer has some responsibility towards the well-being of employees, through contributing and assisting its’ employees to maximise their physical and mental health. This will not only ensure a more productive workplace, but will contribute to the loyalty of employees towards the workplace. The responsibility of the employer stems from the fact that a substantial amount of resources is spent on recruiting, hiring and training employees in an effort to generate products, deliver a service, make a profit and maintain customer satisfaction. Happiness as a component of well-being, has for a long time been the focus-point of scholars which argue that the happiness within an organisational context is becoming more relevant as the result of the movement towards positive psychology (Stairs & Galpin, 2010:148).

Seligman (2011:13) recently admitted that not only is happiness a subjective phenomenon that lacks scientific precision, but that the theory of happiness also contains inadequacies. This led him to believe that the topic of positive psychology is rather about well-being than happiness, which means that the standard for measuring is no longer life satisfaction, but rather flourishing , changing the goal of positive psychology from increasing life satisfaction, to increasing flourishing. In this instance flourishing implies a life lived within an optimal range of human functioning, as well as a combination of the constructs of feeling good and functioning well (Keyes & Annas, 2009:198).

Based on the above-mentioned, Rothmann and Cooper (2015:225) found that well-being within the positive psychology model is conceptualised by psychological capital as well as the mental health continuum. The former referring to an individual's positive state of development, while the latter focuses on flourishing and languishing. Keyes (2007:100) operationalised flourishing as a pattern of positive feelings and positive functioning in life. This, according to Lamers, Westerhof, Bohlmeijer, Klooster and Keyes (2011:99), suggests that mental health is not merely the absence of mental illness, but includes the presence of feeling good, positive functioning and community life.

Various theories explain the effects of flourishing on individual and organisational outcomes, one of which is the spill-over theory (Hecht & Boies, 2009:415). According to the aforementioned, both positive and negative spill-over contribute to the prediction of outcomes and as such, flourishing employees' positive feelings and functioning will spill over to their work, resulting in individual as well as organisational outcomes such as job satisfaction, organisational commitment and less turnover intention. This notion is supported by research that found employees who flourish, experience higher levels of job satisfaction, resulting in them being more committed to the organisation and consequently lowering the turnover intention (Diedericks, 2012:49). A study done by Swart (2012:124) indicated that up to 47% of variance in low turnover intention of managers is explained by flourishing at work.

Keyes (2002:209) in his research defined these three elements as dimensions of flourishing (subjective well-being), consequently subcategorising them as emotional well-being (feeling good), psychological well-being (positive functioning in individual life) and social well-being (community life).

Even though researchers regularly claim the importance of flourishing employees, sufficient experimental and longitude studies are still lacking in South Africa. Unfortunately (South African) peer reviewed publications of well-being in an organisational context, generally focus on other constructs. None of the 106 peer reviewed publications combined the three constructs (as mentioned above) into a single study (Rothmann, 2013:128). "It can, therefore, only be beneficial to further study flourishing in an organisational context as well as the antecedents thereof" (Rothmann, 2013:135).

2.2.2.1 Emotional well-being

While discussing emotional well-being, Kobrin (2012:13) referred to a known Buddhist principle that state the following:

“Each life is filled with ten thousand joys and ten thousand sorrows”.

This principle entails that every person’s life is inevitably filled with joys and sorrows, which come and go. The ability to remain open to the passing of each moment is essential. Emotional well-being reflects this ability, where an individual acknowledges and accept that life is inevitably filled with both happiness and pain. Emotional health is indicated by how an individual deal with each experience. By maintaining emotional well-being, one tends to have the emotional resources to deal with all experiences, whether good or bad. Emotional well-being is therefore characterized by an individual’s:

- Ability to control his/her emotions and reactions,
- capacity to be in touch with his/her feelings,
- effort it takes to rebound after a challenging emotional experience,
- willingness to build strong and connected relationships, and
- ability to live a productive and fulfilled life.

Experiencing emotional well-being leads to feeling good about one’s self, as well as other people. This experience, consequently, ensure a positive attitude towards life in general, which afford the individual the ability to remain flexible, rather than rigid when adapting to change. This ensures balance in that individual’s life, especially within the workplace, where change might be a common occurrence (Kobrin, 2012: 24).

Emotional well-being within the workplace environment, consist of job satisfaction as well as positive emotions (positive effect balance). Job satisfaction is a combination of a positive emotional state, as well as a positive (emotional) evaluation of a job, resulting from appraisal of one’s job experiences. Positive effect balance, on the other hand, is a critical ingredient of flourishing (Rothmann, 2013:129).

2.2.2.2 Psychological well-being

Psychological well-being is a very subjective term, nevertheless generally accepted as an individual's perception of satisfaction with all elements of life, including being content, feeling happy and good about oneself. Psychological well-being is a positive status that entails the ability to adapt and cope with life changes, as well as the individual's skills to build relationships and resolve conflict (Ojedokun and Idemudia, 2014: 5826).

Ryff & Singer (2008: 19) set out to integrate all perspectives on positive functioning into a coherent whole. This resulted in six factors that contribute to an individual's psychological well-being, happiness and contentment. The following six factors are considered to be key elements of psychological well-being:

- Self-acceptance. This concept is a deeper understanding of oneself than merely the standard view of self-esteem. It is to understand and be happy with oneself. It entails the awareness of one's strengths and weaknesses with a realistic understanding of talents and capabilities.
- Positive relationships with others. This is a crucial element within a working environment. Each person plays an integrate role in helping to create a positive future of people around him/her. This positive contribution may both lead to oneself or other people flourishing.
- Personal growth. This is characterised by the continuous process of developing one's potential, as well as an individual's openness to mastering new experiences. Personal growth takes place through activities that eventually, leads to self-actualization. This process takes place over an individual's entire life span.
- Environmental mastery. An individual's ability to control or choose the environment one functions in, is a contributing factor for mental health. Psychological well-being, therefore, might be stimulated by both the ability to manipulate and control complex environments, as well as act on and change immediate surroundings through mental and physical activity.
- Autonomy. This refers to a certain degree of freedom granted to an individual over his/her job responsibilities. It creates a greater sense of responsibility with individuals being more independent and self-reliant.

- Purpose in life. One of the main motivators in an individual's life is the search for purpose in life. Steger *et al.* (2006:81) defined meaning (purpose) in life "as the perception of order and coherence in one's own existence, along with pursuit and achievement of goals, resulting in a feeling of existential accomplishment".

2.2.2.3 Social well-being

Social well-being is a sense of belonging and social inclusion within a certain group. Even though it is a concept that needs more research within the organisational context, Rothmann (2013:134) indicated that positive social functioning consists of five dimensions, which are the following:

- Social acceptance. The ability to accept or tolerate the diversity of other people.
- Social actualisation. The ability to believe in the potential of others.
- Social coherence. Finding society and social life meaningful and comprehensible.
- Social contribution. Regarding one's own daily activities as adding value to society and others.
- Social integration. Integrating within a community and experiencing relatedness, comfort and support.

2.2.3 Turnover intention

Employee turnover is the (voluntary or involuntary) process by which employees leave their organisation. The voluntary turnover has a detrimental effect on organisational effectiveness, efficiency and productivity. Financially, turnover imposes both direct (for example recruiting and training) and indirect costs (for example the low productivity of new employees and the low morale of current employees) on the organisation (Mosadeghrad, 2013:169).

Tett and Meyer (1993:262) defined turnover intention as the conscious and deliberate intent to leave the organisation, because it is viewed as the final step in the decision-making process before an employee actually leaves the organisation. As mentioned before, Perez (2008:14) established that actual turnover has a positive

relationship with turnover intention. Researchers, therefore, found it necessary to attempt explanations for the reasons why employees may want to leave an organisation. Bothma and Roodt (2013:2) identified, through different research studies, that turnover intention increases through job demands that cause burnout, work engagement, lack of job resources and organisational cultures.

Their research further suggests that actual turnover behaviour is influenced by alternative employment opportunities, labour market conditions, as well as contextual factors such as employability. The individual's intention to leave the organisation dependent on perceived chances and the ease of finding another job, the role of mobility cognitions, as well as individual differences in search behaviour. These intentions consist of attitudinal (thoughts of leaving), decisional (plans to exit) and behavioural practices (actively searching for alternatives) that occur before actual turnover takes place.

Van Dyk's (2016:238) research indicated that turnover intention has a direct influence on voluntary turnover behaviour. The former is viewed as the final stage before employees leave the organisation. The intention consists of both cognitive (the individual's thoughts and plans) and behavioural elements (actively searching for other opportunities).

2.3 Chapter summary

This chapter commenced with a literature review of spiritual well-being which, even though it is a relatively new concept in the organisational context, positively contribute to individuals and organisations as well as a meaningful approach to society at large. Spiritual well-being is made up of different domains. The domains reflect the extent to which people live in harmony within the relationships with oneself (personal), others (communal), nature (environment) and God (transcendental other).

Flourishing, being a pattern of positive feelings and positive functioning in life, can be divided into three elements as dimensions of flourishing (subjective well-being), consequently subcategorising them as emotional well-being (feeling good), psychological well-being (positive functioning in individual life) and social well-being (community life).

In conclusion, both actual turnover as well as turnover intention was discussed, whereby the negative effect both concepts have on the organisation were addressed.

The next chapter gives a summary of the research methodology developed for this research study. The research approach, research procedure, ethical considerations, the target research population and sample, as well as the designed measuring instruments applied, will be explained. The data collection process and the statistical analysis will then be recorded.

Chapter 3: Research Methodology

3.1 Introduction

This chapter outlines the research methodology applied in the research. The specific research design, the participants of the study, the proposed measuring instrument and statistical data analysis techniques to be applied, will be discussed. The introduction of the target participants and the method of data collection and an introduction of the target participants also form part of this chapter. Furthermore, the ethical considerations of the study will also be highlighted in this chapter.

The measuring instrument design for this research is discussed in detail. A summary of biographical traits of the participants in the sample are presented. Methods of statistical data analysis are clarified and the research hypothesis is presented.

3.2 Research approach

According to Welman *et al.* (2011:2) research involves the process of gathering scientific knowledge through various methods and procedures, where the methods of research and techniques used are instrumental in the research approach. In its most basic form, research is the search for knowledge and truth.

This paper is mainly concerned with establishing relationships between study variables and quantifying these relationships. The applied research methodology for this study is a quantitative research approach. Welman *et al.* (2011:8) mentioned that not only does the quantitative approach make use of measurements and statistics, but it also serves the purpose of evaluating objective data consisting of numbers.

3.3 Research procedure

Welman *et al.* (2011:52) explained that a research design, in its simplest form, is the plan according to which participants is obtained and from which information is collected. A primary data collection method was applied during this study because the data was personally collected by the researcher (Welman *et al.*, 2011:149). A non-experimental, cross-sectional design was utilised as the data measurement.

Welman *et al.* (2011:174) pointed to the fact that questionnaires, as research instruments, are practical and the results are relatively quick and easily quantifiable. Therefore, a questionnaire was formulated from existing questionnaires and respondents were requested to only complete questionnaires once. The data analysis made use of a correlational design where the relationship between independent variables and the dependent variables were investigated. Descriptive statistical techniques were applied to analyse the relationship between the variables. The latter concentrates on the identification of relationships between constructs (Rosmarin *et al.*, 2011:409). The primary objective is to investigate the relationship between spiritual well-being, flourishing and turnover intention of employees within the specific organisation.

The original research proposal of this particular study was sent to the senior management of the identified organisation, with a request to conduct the study among the operational, shift working employees. The research survey questionnaires were distributed amongst employees after permission was obtained that these units within the organisation, may be used.

3.4 Ethical consideration

According to Welman *et al.* (2011:181) researchers should take notice of certain ethical considerations. Firstly, that no responded will be harmed. Secondly, respondents must participate freely and this has to be based on informed consent and thirdly, respondents should be assured of their right to privacy and that their identity will remain anonymous. In addition to the above-mentioned, it is important that researchers should take care not to manipulate respondents or treat them with any disrespect.

The respondents of this research were informed about the purpose of the study, that their identity will be protected and that the completion of the questionnaire is voluntary by way of an explanation and instruction letter, attached to the questionnaire (Appendix A).

The ethics committee expressed their satisfaction with the ethical precautions imposed by this study and has granted ethical clearance with ethics number EMSPBS16/02/16-01/25.

3.5 Target population and sampling

The population within a research study is defined as the study-target from which the researcher needs to generalise and include individuals, situations or the circumstances to which they are subjected to. A population consists of all elements of analysis from which the researcher wants to clarify (Welman *et al.*, 2012:52).

According to Welman *et al.* (2012:55), a sample is defined as a subdivision of the target population and contains a selection of participants from the specified population. It is thus of utmost importance to define the sample, as it is vital to the outcome of the study being trustworthy and representative of the sample of the whole population. The sample must therefore be a mirror image of the larger population (Welman *et al.*, 2012:55).

Only operational employees within the identified organisation were considered for this study (N = 34). The sample therefore included the entire population. Paper-based survey questionnaires were distributed to participants in this target population, which consisted of staff members, supervisors and managers.

A total of 33 questionnaires were distributed to the respondents, after which they had to complete and return it to the researcher. Primary data was gathered through the distribution of hard copy questionnaires. The reason for the hard copy questionnaire was to give all employees a fair chance of completing the questionnaire, as certain employees are not office-bound and do not have regular access to e-mails or the internet. The questionnaire contained a cover letter which explained the purpose of the study, indicated that it will take approximately 30 minutes to complete and included the contact details of the researcher. The cover letter also gave respondents assurance that confidentiality is a high priority for the study. The researcher also explained the constructs within the questionnaire, as well as the details pertaining to the study.

3.6 Measuring instrument

The research was based on a cross-sectional design at a single point in time. This design, according to Welman *et al.* (2011:95), has the distinct attribute of comparing

different research population groups at a single point in time. A questionnaire to evaluate whether or not flourishing and spiritual welfare influence turnover intention was specifically designed by the researcher for the purpose of the study, in order to find detailed evidence regarding the perception, views and comprehension of the variables identified from target participants at the chosen organisation. The questionnaire consisted of more variables than the above-mentioned, as per request of management for future research within the organisation.

The questionnaire consisted of the following sections:

- Spiritual well-being;
- Flourishing;
- Turnover intention.

A few questionnaires were studied in order to find relevant and validated questions. Reviewed questionnaires include:

3.6.1 Spiritual well-being questionnaire (Moodley *et al.*, 2012: 150 – 151).

Moodley *et al.* (2012:145) adapted the spiritual well-being questionnaire for a group of South African adolescents and found acceptable coefficients of internal consistency for the different subscales (factors), as well as for the global score of the spiritual well-being. Spiritual well-being was measured by the above-mentioned questionnaire in terms of four domains, namely personal, transcendental, environmental and communal. The domains cohere to yield the global domain of spiritual well-being. Responses for each item are indicated on a five 5-point Likert scale ranging from 1 (very low) to 5 (very high). The questionnaire indicated a generally high internal consistency, composite reliability and variance extracted for the global as well as the four domains. Strong support for construct validity was indicated by both exploratory factor analysis and confirmatory factor analysis. The instrument measured a Cronbach alpha of 0.878 within the study of Moodley *et al.* (2012:145).

3.6.2 The Flourishing-at-Work Scale (Rautenbach, 2015:69).

Rautenbach's (2015:12) flourishing at work scale (FAWS) was used in this study as a measuring instrument for flourishing. Emotional, psychological and social well-being constitutes the three dimensions of flourishing within the organisational context. The respondents had to answer questions regarding the frequency with which they experienced specific symptoms during the past month.

Emotional well-being is characterised by one's satisfied feeling with life, derived out of positive effect, negative effect and job satisfaction. Emotional well-being was measured by three items indicating two dimensions, namely job satisfaction ("During the past month at work, how often did you experience satisfaction with your job?") and positive affect ("During the past month at work, how often did you feel happy?").

Psychological well-being, which entails a positive evaluation of the self, consists of autonomy satisfaction, competence, relatedness, learning, meaningful work and engagement. This was measured by nine items indicating autonomy ("During the past month at work, how often did you feel confident to think or express your own ideas and opinions?"), competence ("During the past month at work, how often did you feel good at managing the responsibilities of your job?"), relatedness ("During the past month at work, how often did you feel really connected with other people at your job?"), meaning ("During the past month at work, how often did you feel your work is meaningful?"), purpose ("During the past month at work, how often did you feel that the work you do serves a greater purpose?"), cognitive engagement ("During the past month at work, how often did you focus a great deal of attention on your work?"), emotional engagement ("During the past month at work, how often did you get excited when you performed well at your job?"), physical engagement ("During the past month at work, how often did you feel energised when you work?"), and learning ("During the past month at work, how often did you find yourself learning?").

The quality of an individual's relationships with others, including the belief that one is making a constructive contribution within a larger social environment, forms the

social well-being dimension (Rautenbach 2015: 3; Keyes 2005: 540). The latter is measured by five items indicating social contribution (“During the past month at work, how often did you feel you had something important to contribute to your organisation?”), social acceptance (“During the past month at work, how often did you feel that you really belong to your organisation?”), social growth (“During the past month at work, how often did you feel that your organisation is becoming a better place for people like you?”), social integration (“During the past month at work, how often did you feel that people in your organisation are basically good?”), and social comprehension (“During the past month at work, how often did you feel that the way your organisation functions, makes sense to you?”).

Respondents needed to complete a 17-item questionnaire, measured on a 7-point Likert scale ranging from 0 (never) to 6 (always), for the purposes of this study. The standardised regression coefficients were all statistically significant ($p < 0.01$). The reliabilities of the scales were acceptable ($\rho > 0.70$), except for the subscale that measures negative effect. The point estimate reliability (ρ) was computed for each scale, as Rautenbach (2015: 37) is of the opinion that its reliability is superior to the Cronbach alpha coefficients. The FAWS provided a useful assessment of self-reported flourishing in work and organisational contexts.

3.6.3 Turnover intention scale (Sjöberg and Sverke, 2000: 248).

The turnover intention scale by Sjöberg and Sverke (2000:248), measures an overall turnover propensity was used for the purposes of this study. Respondents were required to complete the turnover intention scale on a seven 7-point scale ranging from 0 (strongly disagree) to 6 (strongly agree). The items “I am actively looking for other jobs”, “I feel that I could leave this job” and “If I was completely free to choose I would leave this job” measured the respondent’s turnover intention. The instrument measured a Cronbach alpha of 0.83 within the study of Sjöberg & Sverke (2000: 248).

The complete and translated questionnaire is attached as Appendix A.

3.7 Statistical analysis

The primary data obtained from the questionnaires was captured after cleaning and coding by the researcher. The data was analysed by the IBM 2013 SPSS Statistics Version 21 program by the North-West University Statistical Consultation Services. Descriptive statistics were calculated in order to determine frequencies, means and standard deviations of spiritual well-being, flourishing and turnover intention. The means will indicate the central tendency and the standard deviations will indicate how the values are distributed around the mean (Welman *et al.*, 2011: 233).

For internal consistency, the most widely-used measure of reliability is the Cronbach's alpha and is denoted by α (Streiner, 2003:101). The Cronbach's alpha measures how well each individual item in the measuring instrument correlates with the sum of the remaining items (Streiner, 2003:101). An α -value above 0.70 is deemed to be acceptable while an α -value above 0.90 would most likely indicate unnecessary redundancy, rather than a desirable level of internal consistency (Streiner, 2003:103). Average inter-item correlation was also calculated and is used to measure the general tendency between items of the measuring instrument. According to Field (2009: 678), inter-item correlation should preferably be above 0.3. Clark and Watson (1995:316) further suggested that mean inter-item values for broader higher order constructs are desirable at values as low as 0.15 to 0.20, and narrow constructs require a mean inter-item correlation value between 0.40 and 0.50. According to Field (2009: 678), mean inter-item correlations should preferably be between 0.3 and 0.6.

Recurring use of statistical significance analysis can be challenging and many researchers have recommended that more focus be placed on effect sizes. Cohen (1988: 25) suggested the following guidelines:

- ± 0.1 = small effect
- ± 0.3 = medium effect
- ± 0.5 = large effect

Cohen's d-values were also calculated in order to determine any practical differences between the means of different groups. According to Ellis and Steyn (2003: 52), d-values can be interpreted as follows:

$d \approx 0.2$ – Small effect; no practically significant difference

$d \approx 0.5$ – Medium effect; practically visible difference

$d \approx 0.8$ – Large effect; practically significant difference

3.8 Research objectives

The research objectives are divided into general and specific objectives.

3.8.1 General objectives

The general objective of this research is to explore the relationship between flourishing, spiritual well-being and turn over intention in a private security business.

3.8.2 Specific objectives

To accomplish the main objective of the study, the following specific objectives were determined and addressed:

- To conduct a literature survey in attempt to support and conceptualise key concepts of flourishing, spiritual well-being and turnover intention within the organisation and to establish any interrelationship as recognised by previous research in other organisational frameworks.
- To conduct an empirical study in attempt to measure the perception of employees flourishing and spiritual well-being within the specific organisation.
- To determine the influence that flourishing and spiritual well-being has on employee turnover intention.
- Finally, to make recommendations to the management of the organisation based on the findings.

3.9 Chapter Summary

This chapter discussed the research methodology that was used in this research study. The stages in the research approach were discussed and a detailed analysis of the research procedure was presented. Ethical considerations for the study were emphasised. The target population and the method of sampling of the sample organisation were reviewed. The time horizon of the study was mentioned, followed

by an in-depth analysis on the motivation behind the design of the measuring instrument and how the proposed measuring instrument will be applied in the study. Data analysis methods and the statistical packages used during the data analysis were discussed.

In conclusion, the chapter explored the research objectives and the means of attaining these objectives. The research results will be presented in the following chapter. This chapter will focus on the response of research participants on the questions in the questionnaire.

Chapter 4: Research Methodology

4.1 Introduction

Chapter 3 provided the methodology applied during the research. This chapter will firstly provide the results on the demographic information of the respondents, and secondly, descriptive results on the concepts of spiritual well-being, flourishing and turnover intention. Finally, the data will be explored for any relationships between the constructs with an analysis of any statistical and practical significance between groups.

4.1.1 Response rate

A total of 34 questionnaires were distributed to specific divisions of interest within the organisation and a 100% response rate was obtained (Please refer to section 3.5 in Chapter 3 for rationale of focusing on this target group).

4.2 Demographic results

The following analysis summarises the frequencies of the demographic information gathered from the research respondents in the study. Demographic information includes gender, age, years in company, job level and division the respondent works in.

4.2.1 Gender Distribution

Figure 4.1 shows the gender distribution of the 34 research respondents and of which 21 (61.8%) were male and 13 (38.2%) were female.

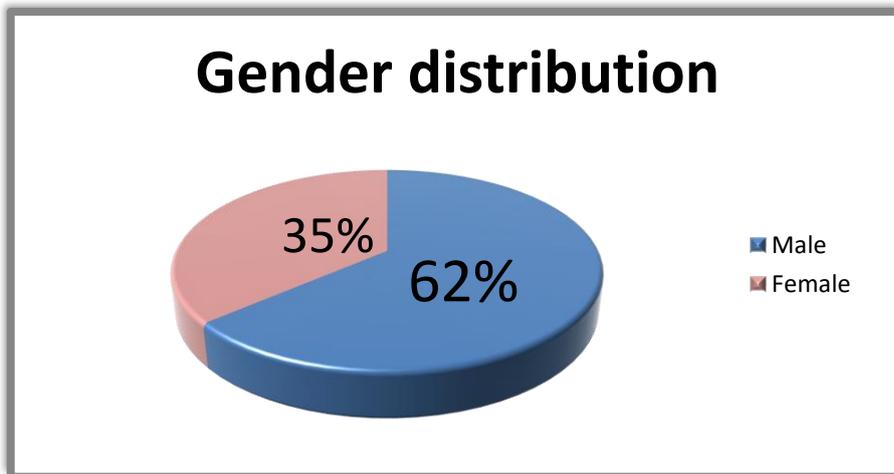


Figure 4.1 Gender distribution

4.2.2 Distribution of age

Figure 4.2 illustrates that the largest group of respondents were aged between 25 - 33 and 35 – 44 years at 32%. The age group between 45 – 54 made up 21 % of respondents, while the age group of over 55 formed the minority at only 3% of respondents. (3% not accounted for)

According to the research, results show that the largest group of employees are relatively young, representing 64 % from the 25 to 44 year age group. This indicates that these employees still have valuable years at the organisation left to positively contribute towards organisational goals. The age group of 45 – 54 which constitutes 21% of the total respondents could be valuable to the organisation as this group could be utilised in coaching their younger counterparts, ensuring effective skills transfer.

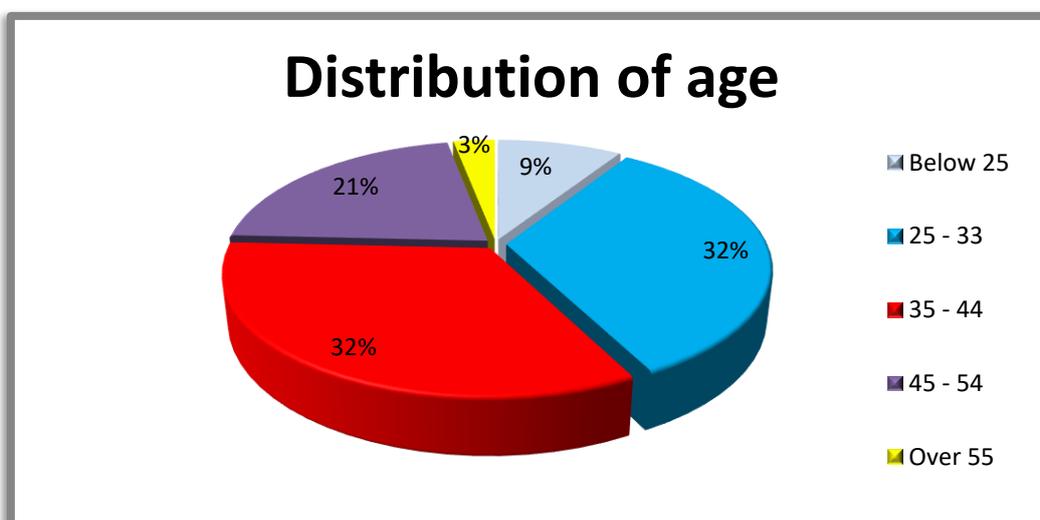


Figure 4.2 Distribution of age

4.2.3 Period of employment distribution

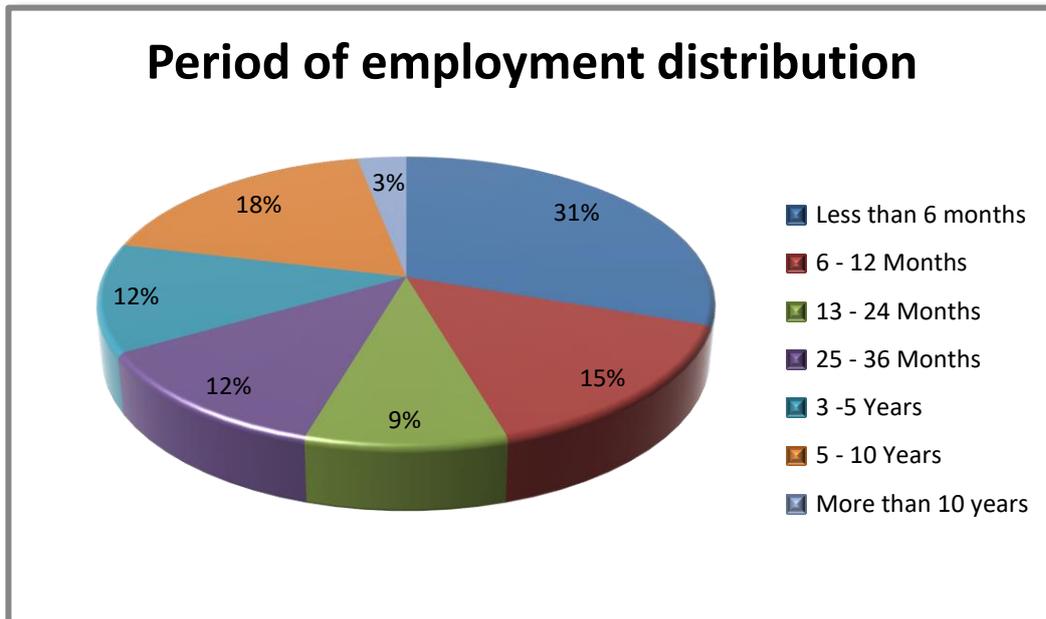


Figure 4.3 Period of employment distribution

Figure 4.3 illustrates the respondents period of employment. Even though 18% of employees indicated that they have worked for the organisation between 5 – 10 years, only 3% indicated that they have been at the company for more than 10 years. The latter, combined with the relative elevated percentage of employees working less than six months at the organisation (31%), is a concern as it shows that almost a quarter of respondents are employed for less than six months. Of those respondents being employed for longer than six month, only 36% have been working at the organisation. A further 33% have 3 – 10 years' experience within the organisation. The 79% of respondents working 5 years and less at the organisation signifies a rather immature working force.

4.2.4 Job/ role description

Figure 4.4 below shows the range of job / role distribution. The majority of respondents were at workforce level (85.3%) followed by respondents which were on supervisory level (8.8%). 2.9% of respondents were managers within the operational division of the organisation.

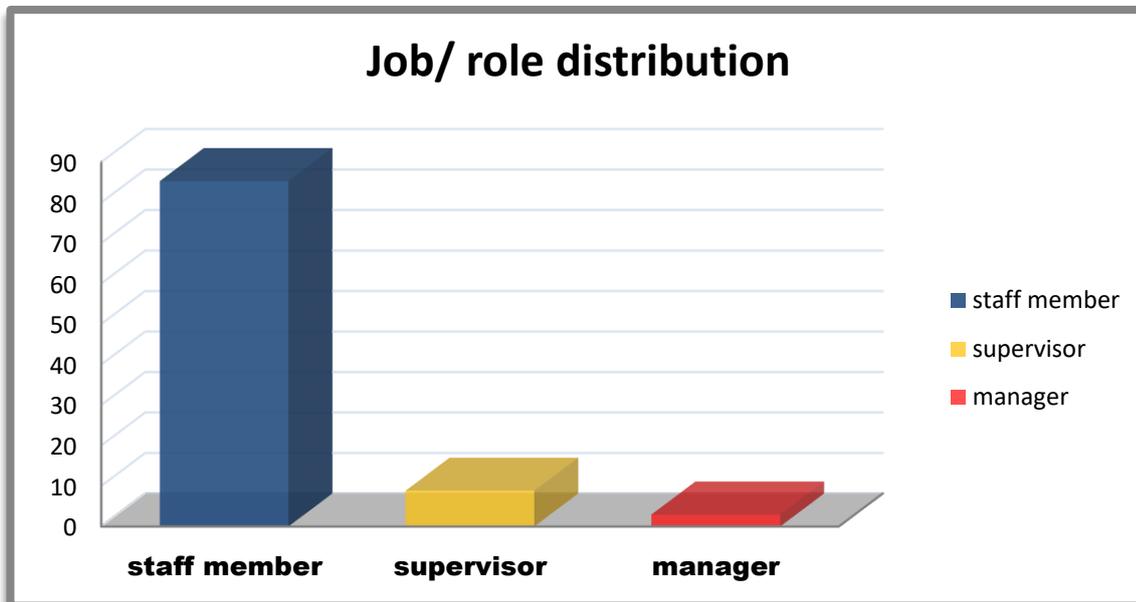


Figure 4.4 Job/ role distribution

4.2.5 Division distribution

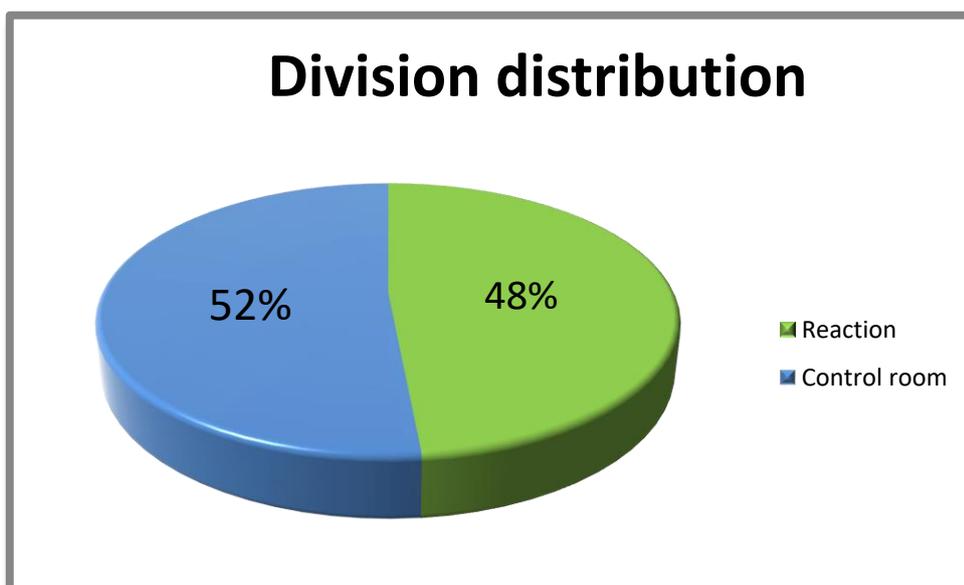


Figure 4.5 Division distribution

Figure 4.5 shows the operational unit where the respondents are employed within the organisation. 52% of respondents work within the control room, while 48% represent employees working within the reaction unit.

4.3 Descriptive statistics

Means and standard deviations were derived from the data analysis and used to describe the data.

4.3.1 Spiritual well-being

The results of the empirical survey on spiritual well-being based on key characteristics, derived from the first section of the questionnaire are presented in Table 4.1 below.

Item	Statement	Frequency					Mean (\bar{x})	Standard Deviation (s)
		Very low (1)	Low (2)	Moderate (3)	High (4)	Very high (5)		
		Percentage						
a1	A love for other people			42.2	45.5	9.1	3.66	.65
a2	A personal relationship with the Supreme Being/God (a divine force)		9.1	3.0	30.3	57.6	4.34	.94
a3	A connection between myself and nature	3.0		33.3	18.2	45.5	4.00	1.05
a4	I have an understanding of my identity (I know who I am)	3.0	3.0	12.1	27.3	54.5	4.25	1.02
a5	A sense of profound respect for the Creator (a divine/force)			9.1	21.2	69.7	4.59	.67
a6	Respect when I see a breath-taking view			6.1	39.4	54.5	4.47	.62
a7	Confidence in others	3.0	18.2	51.5	12.1	15.2	3.16	1.02
a8	I have insight into myself as a person		3.0	24.2	45.5	27.3	3.94	.80
a9	One with nature	3.0	3.0	33.3	30.3	30.3	3.78	1.01
a10	One with God (a divine force)		9.1	3.0	45.5	42.4	4.19	.90
a11	In harmony with the environment		3.0	39.4	24.2	33.3	3.84	.92
a12	At peace with God		6.1	6.1	36.4	51.5	4.31	.86
a13	That prayer enriches my life	6.1	3.0	6.1	33.3	51.5	4.19	1.12
a14	Goodwill towards other people		3.0	21.2	42.4	33.3	4.03	.82
a15	A sense of fascination in the environment		3.0	39.4	27.3	30.3	3.81	.90
a16	A connection between myself and others		3.0	45.5	36.4	15.2	3.59	.76
a17	A sense of amazement in nature		3.0	21.2	33.3	42.4	4.13	.87
a18	I live in harmony with others		6.1	30.3	54.5	9.1	3.63	.71
a19	In harmony with nature			24.2	36.4	39.4	4.13	.79
a20	Inner strength			24.2	45.5	30.3	4.03	.74
a21	I have confidence in people	3.0	21.2	39.4	30.3	6.1	3.13	.94

Table 4.1: Descriptive statistics: Spiritual well-being

Table 4.1 reveals that the means of all items are above 3, the “moderate” range being the middle of the measured scale and heading towards the affirmative side of the scale. Statement a1 (a sense of profound respect for the Creator [a divine/force])

has the greatest mean at 4.59 and statement a17 (a sense of amazement in nature) represent the smallest mean at 3.13.

Five of the spiritual well-being questions measured standard deviation above 1, with statement a13 (that prayer enriches my life) being the greatest at 1.12. Statement a6 (respect when I see a breath-taking view) measured the lowest with 0.62. None of the items measured were considered as being outliers.

4.3.2 Flourishing

Table 4.2 below, reveals that the means of all of the research questions are above 3, with the exception of statement a23 (Feel upset), being the lowest at 2.58. Statement a26 (Good at managing the responsibilities of your job) are the highest at 5.15.

Fifteen of the questions related to flourishing measured standard deviations above 1.00, with statement a24 (Experience satisfaction with your job?), being the highest at 1.67. Two of the questions measured below 1, with statement a26 (Good at managing the responsibilities of your job?), being the lowest at 0.71. None of the items measured could however be considered as outliers.

Item	Statement	Frequency							Mean (x)	Standard Deviation (s)
		Never (0)	Almost never (1)	Rarely (2)	Sometimes (3)	Often (4)	Very often (5)	Always (6)		
		Percentage								
A22	Feel happy?	3.0		12.1	21.2	24.2	36.4	3.0	3.85	1.30
A23	Feel upset?		9.1	15.2	30.3	21.2	18.2	6.1	2.58	1.37
A24	Experience satisfaction with your job?	3.0	6.1	6.1	21.2	15.2	24.2	24.2	4.09	1.67
A25	You can do your job the way you think it could best be done?			3.0	6.1	15.2	30.3	45.5	5.09	1.07
A26	Good at managing the responsibilities of your job?					18.2	48.5	33.3	5.15	0.71
A27	That you experienced warm and trusting relationships with others at work?	6.1	6.1	9.1	12.1	21.2	39.4	6.1	3.79	1.63
A28	Find yourself learning often?			3.0	6.1	27.3	27.3	36.4	4.88	1.08
A29	That your work makes a difference to the world?		3.0	3.0	18.2	12.1	9.1	54.5	4.85	1.48
A30	That the work you do serves a greater purpose?				3.0	15.2	30.3	51.5	5.12	1.02
A31	Focus a great deal of attention on your work?				3.0	15.2	30.3	51.5	5.30	0.85
A32	Become enthusiastic about your job?	3.0		9.1	12.1	21.2	24.2	30.3	4.42	1.52
A33	Feel energised when you work?		3.0	9.1	21.2	24.2	21.2	21.2	4.15	1.39
A34	Feel you had something important to contribute to this organisation?		3.0	3.0	18.2	15.2	27.3	33.3	4.61	1.37
A35	Feel you really belong to this organisation?		3.0	6.1	9.1	24.2	12.1	45.5	4.73	1.44
A36	Feel this organisation is becoming a better place for people like you?		3.0	9.1	15.2	24.2	18.2	30.3	4.36	1.45
A37	Feel that people in your organisation are basically good?		3.0	9.1	15.2	21.2	27.3	24.2	4.33	1.41
A38	Feel that the way your organisation works, makes sense to you?		6.1	9.1	15.2	9.1	33.3	27.3	4.36	1.56

Table 4.2: Descriptive statistics: Flourishing

4.3.3 Turnover intention

Item	Statement	Frequency							Mean (x)	Standard Deviation (s)
		Strongly disagree (0)	Mostly disagree (1)	Somewhat disagree (2)	Neither agree or disagree (3)	Somewhat agree (4)	Mostly agree (5)	Strongly agree (6)		
		Percentage								
A74	I am actively looking for other jobs	48.5	15.2	6.1	18.2	6.1	3.0	3.0	1.39	1.73
A76	I feel that I could leave this job	39.4	12.1	6.1	18.2	15.2	3.0	6.1	1.91	1.96
A78	If I was completely free to choose I would leave this job	48.5	6.1	3.0	24.2		12.1	6.1	1.82	2.10

Table 4.3: Descriptive statistics: Turnover intention

Table 4.3 indicate that the means of all the research questions pertaining to turnover intention are above 1 but below 2, leaning towards the “disagree” range of the questionnaire. Statement a74 (I am actively looking for other jobs) measured the lowest at 1.39, while statement a76 (I feel that I could leave this job) measured the highest at 1.91.

The standard deviation of only one of the three questions measured above 2. The latter being statement A78 (If I was completely free to choose I would leave this job) at 2.10, with statement A74 (I am actively looking for other jobs) measuring the lowest at 1.73. None of the items measured could be considered outliers.

These results exemplify the individual’s perception of their spiritual well-being, flourishing and turnover intention within the organisation. The measuring instruments positions the respondents in an observation role, not evaluating but rather reporting on a perceived outlook of their individual spiritual well-being, flourishing and turnover intention within the organisation and not of the organisation itself. It can be reported that the means of both spiritual well-being and flourishing tested in the higher range, above 3 (“moderate” and “sometimes”), resulting in a positive outcome. The mean of the respondents’ intention to leave (turnover intention) measured below the 2-range (“somewhat disagree”) and leaned more towards the “mostly disagree” range. This

indicates that most of the respondents disagree with the intention to leave the organisation, resulting in a positive outcome for the company in question.

4.4 Reliability and Validity

The measurement of reliability and validity is crucial in any research. The reliability and validity of the content has to be determined in order to clarify whether all the measured aspects of the underlying constructs, through the particular measuring instruments, are indeed a true reflection of the testing environment.

4.4.1 Validity

According to Winter (2000:3), validity is defined as the magnitude to which an instrument measures what it intends to measure and how accurate and honest the research results are. Validity requires a measuring instrument to be reliable; a measuring instrument, however, can be reliable without being valid.

4.4.2 Reliability

Hair *et al.* (2011:233) state that a measuring instrument is considered to be reliable “if its repeated application results in consistent scores. This is contingent on the definition of the concept (construct) being unchanged from application to application. Reliability is concerned with the consistency and internal stability of the research findings.”

Streiner (2003: 101) as well as Polit and Beck (2004: 245), stated that Cronbach’s alpha coefficient is the statistical method most often used to measure reliability. The Cronbach’s alpha (denoted by α) measures how well each individual item in the measuring instrument correlates with the sum of the remaining items (Streiner, 2003:101). Due to the nature of this study a moderate Cronbach’s alpha of >0.7 was considered as acceptable.

Table 4.4 below reveals that the Cronbach’s alpha of all three of the measuring instruments are above 0.7. These instruments consist of spiritual well-being (0.92), flourishing (0.94) and turnover intention (0.78).

Measuring instruments	Cronbach's alpha (α)
Spiritual well-being	0.92
Flourishing	0.94
Turnover intention	0.78

Table 4.3: Reliability indicators

These results are an indication that the design of the measuring instruments and the items that were constructed to measure the different variables, were adequately articulated and visibly understood by all the research respondents. These reliability findings are acceptable and in line with previous research done by Moodley et al. (2012:145), who's spiritual well-being instrument measured a Cronbach alpha of 0.88, as well as that of Sjöberg and Sverke (2000: 248) with a turnover intention instrument measuring a Cronbach alpha of 0.83.

In this section, the reliability of the measuring instruments used were discussed and deemed to be acceptable for the criteria required. This permits the study to assess results attained from the survey, compare the outcomes and investigate relationships between the different dimensions and constructs.

4.5 Correlation coefficient

This section highlights the correlation between the research variables that were dealt with in this study.

Average inter-item correlation is used to measure the general tendency between items of the measuring instrument (Field, 2009:678). The correlation coefficient values range between -1.0 and 1.0. A perfect negative correlation is indicated by -1, whilst a perfect positive correlation is indicated by +1, and no relationship is indicated by 0. Field (2013:267) suggested that the effect size, indicating the strength of the relationship between two variables, should be subject to the following guidelines:

- ± 0.1 = small effect
- ± 0.3 = medium effect
- ± 0.5 = large effect

Field's (2013:267) correlations are used to determine the strength of the relationship between spiritual well-being, flourishing and turnover intention. A summary of the finding is depicted below in Table 4.4.

	Spiritual well-being	Flourishing	Turnover intention
Spiritual well-being	1.00	0.57**	- 0.19
Flourishing	0.57**	1.00	- 0.63
Turnover intention	- 0.19	- 0.63	1.00

** . Correlation is significant at the 0.01 level (2-tailed) / * . Correlation is significant at the 0.05 level (2-tailed).

Table 4.4: Correlation between spiritual well-being, flourishing and turnover intention

From Table 4.4 it is evident that the spiritual well-being construct indicates a strong relationship with flourishing, measuring a correlation of 0.57, thus indicating a large effect. Statistically, this means that higher levels of spiritual well-being will also correspond to higher levels of flourishing.

Although no previous research could be found to support the notion that higher levels of spiritual well-being (will) correlate with higher levels of flourishing, Fernando and Chowdhury (2010:212) researching spiritual well-being in the workplace, mentioned that the research of Beery, Baas, Fowler and Allen (2002); Fernsler, Klemm and Miller (1999) and Tracey, Young and Kelley (2006) proved that spiritual well-being correlates positively with, amongst others, psychological adjustment and overall health, psychological health, social adjustment, strong coping skills and resiliency in times of stress and personal crisis. These correlations share certain similarities with the widely accepted definition of flourishing, which Keyes (2003:294) defined as “a state in which individuals feels positive emotions towards life and functioning well psychologically and socially”. Spiritual well-being (positively)

influences the ethical orientation of employees (Fernando and Chowdhury, 2010:213) within the organisation, as well as statistically indicated the levels of flourishing.

Higher levels of flourishing ensure that employees function within optimal range, both psychologically and socially. This is beneficial to the organisation, because as mentioned by Bono, Davies, and Rasch (2012:129), flourishing employees are intrinsically motivated, successful, enjoy learning and are therefore functioning well in life in general. Nonetheless, as mentioned, no research correlating the two constructs could be found and is this research paper, therefore, the first of its nature.

Spiritual well-being and flourishing correlated negatively with turnover intention at – 0.19 (Spiritual well-being) and – 0.63 (flourishing) respectively, indicating a small and large effect. Interesting to note is the fact that the statistical analysis indicates that a stronger sense of spiritual well-being and flourishing relate to a lower turnover intention.

The statistical results from this research, indicating a negative correlation between flourishing and turnover intention, is in line with the research done by Diedericks & Rothmann (2014:36). They found that flourishing had a direct positive effect on employee job satisfaction as well as their organisational commitment, while lowering their turnover intention. These findings suggest that employees who flourish, experience higher levels of job satisfaction and are therefore more committed to their organisation, which results in a lower turnover intention. When the organisation succeeds in creating an environment in which individual employees flourish, it will not only have more committed and satisfied employees, but it should also, theoretically, lower the turnover intention of those employees.

Although research links spiritual well-being to positive psychological adjustment, overall wellness and quality-of-life issues, there is no research to support the notion that there is a direct link between spiritual well-being and lower turnover intentions within a business context. Research by MohdYusof & NurAtikahZulkifli (2016:106) indicated that spiritual well-being is not related to intention to leave and does not play a role in effecting intention to leave.

4.6 Chapter summary

For this study, 34 questionnaires were completed by all of the individuals working within the operational environment. The analysis was done based on the quantitative results derived from the measuring instruments which covered spiritual well-being, flourishing and turnover intention.

Limitations related to the usable data size made use of the Cronbach's alpha, as a coefficient of reliability, essential. The Cronbach alphas ranged from 0.78 to 0.94. The Cronbach alphas were found to be within the normal limits and therefore the measuring instrument was considered reliable and as a result the correlations between variables could be examined in more detail.

The conclusions, hypotheses, limitations of the research study and recommendations posed to the organisation researched, related to findings and possible future research will be discussed in the final chapter.

Chapter 5: Conclusion and recommendations

5.1 Introduction

This chapter will present a brief summary of the study and how this connects with the research objectives formulated in this study. An analysis of the academic substance and workable implications will be presented, based on the results gathered from the study. The research objectives and hypotheses will again be assessed and conclusions based on the literature and empirical study results related to these objectives and hypotheses will be prepared.

The research limitations identified during the study will be reviewed. Recommendations to the executive management team of the organisation researched in this study, will also be publicised. Considered suggestions will involve improvement of the organisation's employee turnover intention by addressing employee spiritual well-being and flourishing.

5.2 Conclusion from the findings

The general objective of this study was to assess the levels of flourishing in a private security concern. Empirically the research found that, not only does spiritual well-being correlate with higher levels of flourishing, but both these constructs relate to a lower turnover intention. The purpose of this study was addressed through the analysis of flourishing, spiritual well-being and turnover intention within the organisation. The organisation's management requested that the spiritual well-being concept be added as an addition to the research, as the spiritual well-being of employees is contained within the core values of the organisation.

The general objective was achieved through the process of accomplishing the specific objectives set out in this research. This was done by conducting an in-depth literature review on the variables of flourishing, spiritual well-being and turnover intention. An appropriate measuring instrument was designed which included the demographical information required and the questions that relates to the research variables. This research survey questionnaire was manually distributed within the operational department of the organisation.

The primary data obtained from these questionnaires were statistically analysed, Thereafter, in order to determine the influence that flourishing and spiritual well-being have on the turnover intention of employees within the said department of the organisation, the relationship between flourishing, spiritual well-being and turnover intention was determined by the researcher, with assistance from Statistical Services at North-West University, through a statistical analysis. The empirical research results were reviewed and recommendations were presented to the executive management of the target organisation.

Field's (2015:267) correlations were performed to ascertain the strength of the relationship between spiritual well-being, flourishing and turnover intention. Table 4.4 indicated a strong correlation between spiritual well-being and flourishing, while both spiritual well-being and flourishing correlated negatively with turnover intention. This statistically, indicates a lower turnover intention from employees who experience flourishing as well as spiritual well-being.

The theoretical and empirical goals intended for this research have been achieved. This study will categorically contribute to the existing knowledge-base of research done on the influence of spiritual well-being and flourishing on turnover intention.

5.3 Limitations of the study

The main limitation of this study involved the use of the convenience sampling method. Generalisation of results can therefore not be made, since the results of a convenience sample are only applicable to target respondents and not to all employees of the organisation. Language barriers can also be seen as a limitation of this study, for only one language, namely English, were used in the questionnaires. The likelihood does exist that proficiency in English has influenced the results.

The fact that the operational employees that were tested are situated in one specific organisation within a relatively large industry, may also limit the generalisation of the results. The target organisation is situated in Potchefstroom and perceptions may differ in other cities or provinces. Although the intended target organisation is a small to medium organisation, the small size of the sample group is a concern as an increased sample size could have led to a more in-depth statistical analysis.

The turnover intention of employees is a complex phenomenon with a lot of different reasons why employees do not tend to stay at one organisation. This study was limited to the measurement of spiritual well-being and flourishing of employees. These two variables may not be sufficient to determine the true nature of the turnover intention within the organisation.

5.4 Recommendations

The research provided in this study has revealed that flourishing, as well as spiritual well-being, has an effect on the employee turnover intention. The organisational effectiveness is determined by the well-being of employees and it can therefore be suggested that management should create and implement a culture within the organisation that promote and result in flourishing employees with a strong sense of spiritual well-being. The latter, as supported by literature, would contribute to (amongst others) the employee's organisational commitment, job involvement and ethical decision making, while flourishing positively influences organisational commitment, as well as employee job satisfaction, leading to a lower turnover intention of the employees.

Hone *et al.* (2015: 980) found through research, that flourishing employees are more likely older, healthy and married with their finances secured. In addition to this, the chances of flourishing increase when employees felt appreciated, had a sense of autonomy, reported job satisfaction, balanced their work and life, volunteered to help others and knew their strengths.

With the above-mentioned in mind, this research paper suggests the following interventions to promote employee flourishing:

1. Provide the employees with the opportunity to learn new skills. Due to the dynamic nature of the industry, constant skills development will both enhance the effectiveness of the employees within the organisation, as well as ensure self-confidence while performing organisational duties.
2. Cultivate a working environment that stimulates autonomy. Lehmann (2016:30) found a positive relationship between autonomy and job satisfaction. Even though the operational department within the organisation is governed by certain rules and procedures which cannot be strayed from,

the employees need the opportunity to make decisions individually, as well as within the team. As mentioned before, rules and procedures should not be ignored and therefore management must find a balance between autonomy and structure. The afore-mentioned should challenge employees with certain goals for which strategic direction and expectations are given. These goals should be achieved through individual decision-making as well as coordinated teamwork. Certain goals can be “self-chosen” within the framework of the organisation. It is suggested that a monetary reward is given at the end of a pre-decided period of time. The team, as well as individuals should be rewarded.

3. Determine and develop employees’ strengths. Research indicates that individuals who use their strengths showed greater levels of well-being, as well as a better ability to accomplish their goals (Wood *et al.*, 2011:18).

An effective strength finder tool that management can use is the Clifton Strengths assessment. According to Clifton Strengths (n.d) (2017), “there is no way more effective in empowering people than to see each person in terms of his or her strengths.”

Ajala (2013:8) found that the introduction of spirituality within the workplace had a noteworthy impact on the employees’ well-being, which enhanced the latter’s morale, commitment and productivity. In addition to this, employees experiencing high levels of spiritual well-being within the workplace, found their work more satisfying, meaningful and performed better, whilst having a lower turnover intention. The organisation should focus on creating an environment in which employees have the opportunity to grow and contribute to society in a meaningful way. It is therefore suggested that the following interventions be taken to ensure higher levels of spiritual well-being:

1. Create the opportunity for employees to share emotions and personal challenges with colleagues. Providing services and connecting to others are, defining characteristics of spiritual well-being. It is therefore suggested that management, from time to time, remove the employees from their normal day-to-day routine and offer them the opportunity to explore, learn, practice, support and heal within an environment that is safe for them to share, without

any consequences. Such opportunities should include group intervention session facilitated by professionals (whether spiritual or other) that focus on addressing the spiritual well-being of employees. Through these sessions the latter should develop a sense of purpose in such a manner that their life has meaning and that their making a difference within their immediate community. This will establish an organisational culture where employees feel connected to others, as well as empower them to realize that they are not defined by the circumstances created by issues and challenges.

2. Management should make time to have one-on-one meetings with individuals where positive feedback is given and conversations are established. These “sit-downs” should be a two way conversation in such a manner that the employees have the opportunity where they can give their input and suggestions. Through this the employees will experience membership and feel a sense of belonging.
3. To establish awareness for others and the willingness to make a difference, the organisation should create the opportunity to reach out to the community. Identify and discuss certain projects whereby the community might benefit. The employees should plan and implement these outreach projects with the organisation providing logistical support.

Research by De Klerk (2005:71) found that a spiritually-based organisation is characterised by a strong sense of purpose, mutual trust, honesty and openness. It is important to note that the organisation should follow a humanistic approach, through which no specific belief system is forced on their workforce and be tolerant towards the employee's expressions.

5.5 Future research

To be able to completely understand the influence that spiritual well-being and flourishing have on turnover intention, it is necessary to establish a process which utilise measuring instruments to gather data pertaining to the study subject. Further research to measure spiritual well-being, as well as flourishing regarding turnover intention, should be considered by means of a quantitative correlation study involving a larger population which includes various organisations within the security industry,

and from whom data may be obtained that could identify common drivers which could then be designated to one organisation specifically. The result of such a study could have a greater impact on an industry renowned for an abnormal high turnover intention of employees.

Employees within the operational department work in a unique environment subjected to a number of different stressors, such as long shifts (both day and night) and emergency situations that may be life threatening to the employee or someone else. It is therefore recommended that these factors be included in a future study as it could have an effect on the turnover intention, as well as the flourishing and overall well-being of employees.

5.6 Chapter conclusion

In this final chapter, conclusions were made based on the findings. This study also demonstrated that all of the research questions have indeed been answered. The chapter also indicated possible limitations and furthermore recommendations have been made for both the target organisation and future research.

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Appendix A: The questionnaire used for this study

Questionnaire

It is important to note that, before agreeing to participate in this research study, you need to read the following explanation of the study.

Description of the research

Christiaan Haefele, a final year MBA student at the North-West University, Potchefstroom campus, is conducting this research study as part of a mini dissertation. For purposes of this study, a questionnaire will be given to all operational personnel to complete. The research results will be presented in the format of a dissertation that will be submitted to the North-West University, Potchefstroom Campus, for examination.

Risks Confidentiality and anonymous nature of the data

No intentional risk or harm is anticipated because of participation. It will take ± 30 minutes (during work hours) to complete the questionnaires. The information gathered during this research project will at all times remain confidential. Data will only be reported in aggregated form to protect the identity of all participants.

Benefits

This study will potentially hold many benefits, not only to the participating organization, but to the employee well-being as well. It is therefore empirical to understand how an employee's mental health contributed to him/her being able to perform to the optimum, as well as identify those elements that might influence the level of well-being. This study aims to benefit Mooirivier Beskerming, through promoting efforts and interventions to retain and motivate good performing employees, which in turn will affect organisational outcomes, performance, job satisfaction and an intention to stay. Any questions concerning this research can be addressed to Dr. M. Heyns (e-mail: marita.heyns@nwu.ac.za, work phone: (018) 299 1494.

Christiaan Haefele (Researcher).

Please indicate the following:

1. Gender

Male	Female
1	2

2. Age

Below 25	1
25 – 34	2
35 – 44	3
45 – 54	4
Over 55	5

3. Years in Company

Less than 6 months	1
Between 6 and 12 months	2
Between 13 and 24 months	3
Between 25 and 36 months	4
Between 3 and 5 years	5
Between 5 and 10 years	6
More than 10 years	7

4. Job level

Staff member	1
Supervisor	2
Manager	3

5. Division

Reaction	1
Control Room	2

The following statements are about how you generally feel every day. Please read each statement carefully and decide if you ever feel this way. Options vary from 1 (very low) to 5 (very high).

		Very low	Low	Moderate	High	Very high
	I feel ...					
1	a love for other people	1	2	3	4	5
2	a personal relationship with the Supreme Being/God (a divine force)					
3	a connection between myself and nature					
4	I have an understanding of my identity (I know who I am)					
5	a sense of profound respect for the Creator (a divine/force)					
6	respect when I see a breath-taking view					
7	confidence in others					
8	I have insight into myself as a person					
9	one with nature					
10	one with God (a divine force)					
11	in harmony with the environment					
12	at peace with God					
13	that prayer enriches my life					
14	goodwill towards other people					
15	a sense of fascination in the environment					
16	a connection between myself and others					
17	a sense of amazement in nature					
18	I live in harmony with others					

19	in harmony with nature					
20	inner strength					
21	I have confidence in people					

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

		Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
	During the past month at work, how often did you ...							
22	Feel happy?	0	1	2	3	4	5	6
23	Feel upset?	0	1	2	3	4	5	6
24	Experience satisfaction with your job?	0	1	2	3	4	5	6
25	You can do your job the way you think it could best be done?	0	1	2	3	4	5	6
26	Good at managing the responsibilities of your job?	0	1	2	3	4	5	6
27	That you experienced warm and trusting relationships with others at work?	0	1	2	3	4	5	6
28	Find yourself learning often?	0	1	2	3	4	5	6
29	That your work makes a difference to the world?	0	1	2	3	4	5	6
30	That the work you do serves a greater purpose?	0	1	2	3	4	5	6
31	Focus a great deal of attention on your work?	0	1	2	3	4	5	6

32	Become enthusiastic about your job?	0	1	2	3	4	5	6
33	Feel energised when you work?	0	1	2	3	4	5	6
34	Feel you had something important to contribute to this organisation?	0	1	2	3	4	5	6
35	Feel you really belong to this organisation?	0	1	2	3	4	5	6
36	Feel this organisation is becoming a better place for people like you?	0	1	2	3	4	5	6
37	Feel that people in your organisation are basically good?	0	1	2	3	4	5	6
38	Feel that the way your organisation works, makes sense to you?	0	1	2	3	4	5	6
During the past month at work, How did you feel about the following ...								
39	At my work, I feel bursting with energy.	0	1	2	3	4	5	6
40	I find the work that I do full of meaning and purpose.	0	1	2	3	4	5	6
41	Time flies when I am working.	0	1	2	3	4	5	6
42	At my job, I feel strong and vigorous.	0	1	2	3	4	5	6
43	I am enthusiastic about my job.	0	1	2	3	4	5	6
44	When I am working, I forget everything else around me.	0	1	2	3	4	5	6
45	My job inspires me.	0	1	2	3	4	5	6
46	When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
47	I feel happy when I am working intensely.	0	1	2	3	4	5	6
48	I am proud of the work that I do.	0	1	2	3	4	5	6
49	I am immersed in my work.	0	1	2	3	4	5	6
50	I can continue working for very long periods at a time.	0	1	2	3	4	5	6
51	To me, my job is challenging.	0	1	2	3	4	5	6
52	I get carried away when I am working.	0	1	2	3	4	5	6
53	At my job, I am very resilient, mentally.	0	1	2	3	4	5	6

54	It is difficult for me to detach myself from my job.	0	1	2	3	4	5	6
55	At my work, I always persevere, even when things do not go well.	0	1	2	3	4	5	6

The following statements are about how you feel about your work. Please read each statement carefully and decide if you ever feel this way about your job. If you strongly disagree, cross the “0” (zero) in the space after the statement. If you agree, indicate how much by crossing the number (from 1 to 6).

		Strongly disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Mostly agree	Strongly agree
56	I have found a meaningful career.	0	1	2	3	4	5	6
57	I understand how my work contributes to my life’s meaning	0	1	2	3	4	5	6
58	I have a good sense of what makes my job meaningful.	0	1	2	3	4	5	6
59	I have discovered work that has a satisfying purpose.	0	1	2	3	4	5	6
60	I view my work as contributing to my personal growth	0	1	2	3	4	5	6
61	My work helps me better understand myself.	0	1	2	3	4	5	6
62	My work helps me make sense of the world around me.	0	1	2	3	4	5	6
63	My work really makes no difference to the world.	0	1	2	3	4	5	6
64	I know my work makes a positive difference in the world.	0	1	2	3	4	5	6

65	The work I do serves a greater purpose.	0	1	2	3	4	5	6
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Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

		Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
	During the past month at work, how often did you ...							
66	I feel mentally sharp at the end of the workday	0	1	2	3	4	5	6
67	I can't think straight by the end of my workday	0	1	2	3	4	5	6
68	I feel overwhelmed by the things going on at work	0	1	2	3	4	5	6
69	I feel emotionally healthy at the end of the workday	0	1	2	3	4	5	6
70	I feel like I'm at the end of my rope emotionally	0	1	2	3	4	5	6
71	I feel emotionally drained from my work	0	1	2	3	4	5	6
72	I feel tired before my workday is over	0	1	2	3	4	5	6
73	I feel physically used up at the end of the workday	0	1	2	3	4	5	6

Please read each statement carefully and decide if you agree with the statement. If you strongly disagree, cross the “0” (zero) in the space after the statement. If you agree, indicate how much by crossing the number (from 1 to 6).

		Strongly disagree	Mostly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Mostly agree	Strongly agree
74	I am actively looking for other jobs	0	1	2	3	4	5	6
75	I enjoy being at my job	0	1	2	3	4	5	6
76	I feel that I could leave this job	0	1	2	3	4	5	6
77	I am contented with the job I have	0	1	2	3	4	5	6
78	If I was completely free to choose I would leave this job	0	1	2	3	4	5	6
79	I am satisfied with my job	0	1	2	3	4	5	6

Thank you for your time and participation.