

Evaluation of employee commitment as an imperative for business success

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ABSTRACT

Employee commitment is a concept that seeks to capture the nature of the attachments formed by individuals to their employing organisations. Researchers such as Porter have attempted to identify what factors influence the formation of employee commitment in individuals and how employee commitment (once formed) influences important organisational consequences, particularly employee turnover and business success.

In a highly committed workplace, employees understand and agree with the company's strategic goals, are clear about how their work fits into making those goals a reality, are motivated to go beyond narrow job definitions to meet those goals and are confident that their efforts will be recognised and rewarded by their peers, managers and the organisation as a whole. A workplace with committed employees exhibits an "all for one, one for all" spirit that encompasses both their colleagues and customers – a place where employees do whatever is necessary to ensure the continuous high performance and success of their organisation.

In today's business environment, it is imperative that organisations learn to attract, motivate and retain the key talent needed to meet aggressive business goals. Committed employees are more productive and work with a focus on quality to increase customer satisfaction and the profitability of their organisation. High employee commitment also leads to superior performance. Money certainly plays a part in reinforcing employee commitment, but it is clearly not enough in today's work environment. Praise and recognition also tend to build employee loyalty and commitment. People want to feel that they make a difference.

The purpose of this study was to determine whether employee commitment is an imperative for business success or not. A literature study was conducted by combining the views of different authors. Following the literature study, a survey was conducted in order to determine employee commitment levels at a

wholesale company in Gauteng. The information obtained was reviewed statistically.

The key results of the research findings revealed that there is a strong relationship between employee commitment and business success. The employees at the company that was studied are highly committed, and stay at the company because they want to. These commitment levels indicate a workforce that is highly committed and the employees will think twice before they leave.

In chapter one, a general introduction to the study will be given, providing aims, problem statements and a description of terms to be used in the study. In chapter two, an in depth literature study will be done and the different elements of employee commitment will be identified and its importance to an organisation. In chapter three, the empirical study and statistical analyses of the data undertaken will be discussed. In chapter four, current situations will be discussed in order to form a synthesis between the literature study and the survey results. In chapter five, conclusions are made, limitations of the current research are discussed and recommendations for future research are put forward.

Key words: employee commitment; business success; organisational performance; job satisfaction; job performance; employee evaluation

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CHAPTER ONE

NATURE AND SCOPE OF THE STUDY

“If we all did the things we are capable of doing, we would literally astound ourselves.”

-Thomas A Edison

1.1 INTRODUCTION

Understanding employee commitment as an employee attitude is important because it has an important effect on organisational performance (Rayton, 2006:139). The workplace is changing dramatically and demands for highest quality of products and service expectations are ever increasing. To remain competitive in the face of these pressures, employee commitment is crucial (Simpson, 2010:2).

Commitment from employees is a powerful gift. Commitment from employees is also a fragile gift. One needs to ensure that the work environment challenges employees to grow and stretch in their ability to contribute. One must also realise that the work environment must also nurture employees in employee-friendly ways. For characteristics such as contribution, growth, and challenge to flourish, an employee-oriented workplace must also emphasize softer – but harder to create – characteristics such as empowerment, effective communication, and activities that can boost employee-morale (Heathfield, 2009:1).

Ivancevich *et al.* (2005:224) found that “research evidence indicates that the absence of commitment can reduce organisational effectiveness. People who are committed are less likely to quit and accept other jobs”. Hellriegel and Slocum (2004:54-55) explain that strong commitment is often correlated with high productivity, and according to Bennett and Minty (2005:16-17), various research studies have indicated that promoting employee commitment increases employee retention and, in addition, makes a positive contribution

to organisational performance. Leather (2005:21) agrees that employee commitment lead to improved business performance.

1.2 PROBLEM STATEMENT

The relationship between 'people' and 'business performance' is becoming ever clearer and lately many organisations talk about the importance of employee commitment. But commitment is not a straightforward concept – it is the end product of a complex set of psychological and sociological relationships between employer and employee (Ashkanasy *et al.*, 2000:344; Crawford, 2009:4). Managers know that people make the critical difference between success and failure. The effectiveness with which organisations manage, develop, motivate, involve and engage the willing contribution of the people who work in them is a key determinant of how well those organisations perform (Patterson *et al.*, 2003:2).

The primary dilemma that is facing organisations is how to encourage employees to contribute their knowledge for organisational gains. Knowledge creation is primarily a human brain activity; it is an intangible that can neither be supervised nor forced out of people. Knowledge creation occurs only when people voluntarily cooperate (Hsu & Wang, 2008:353). Thus, it is necessary for organisations to understand the inner force that drives employees' behaviour to contribute knowledge.

Janz and Prasarnphanich (2003:351) have found that satisfied employees that are having a pleasurable feeling resulting from job experience, are more likely to contribute their knowledge, improve their job performance (Judge *et al.*, 2001:376), be creative and cooperate with others because satisfaction is the inner force that drives employees' behaviour (Hitt *et al.*, 2001:14; Pfeffer, 1994:15). It is argued that satisfied employees are highly motivated, have good work morale, and work more effectively and efficiently. Satisfied employees are also more committed to continuous improvement and quality

(Matzler *et al.*, 2004:1180). Dissatisfied employees, in contrast, often hold what they know and are unwilling to share their knowledge.

Because organisational agility requires that employees at all levels engage in knowledge-based activities, understanding why dissatisfaction occurs, the expectations and requirements of employees, and the directions to implement changes are essential for every organisation (Martensen & Gronholdt, 2001:955; Eskildsen & Nussler, 2000:585). By doing so, organisations enhance their capabilities to meet increasingly turbulent and uncertain environmental conditions.

Current research demonstrates the casual links between people management and business performance (Patterson *et al.*, 2003:2). Employee commitment and a positive “psychological contract” between employer and employee are fundamental to improving performance. But despite this, many organisations still neglect to invest resources, time and creativity in the management of people commitment within organisations (West *et al.*, 1996:8). There are few that apply rigorous, comparative analysis over time to the individual elements of management activity and measure the contribution they make to performance.

This leads to the question: Could the lack of employee commitment be an indication of a company under-performing?

1.3 OBJECTIVES OF THE STUDY

The main aim of this study is to analyse employee commitment in a selected company in Gauteng.

In order to achieve the above, the main goal and sub objectives are as follows:

1.3.1 Primary objective

- To quantify the relationship between employee commitment and business performance.

1.3.2 Secondary objectives

- To identify the different elements of employee commitment.
- To determine whether a significant relationship exists between employee commitment and performance in an organisation.

1.4 SCOPE OF THE STUDY

The selected company is a wholesale distributor of industrial products, agricultural requisites and related products to retailers and industrial end-users in Sub-Saharan Africa. It is directly involved with more than five hundred agricultural retail outlets in South Africa; therefore, it is established as a leading supplier of irrigation products and general industrial requisites on a wholesale level in the region.

This study generated valuable information on the current employee commitment of the organisation. It would also provide management with the present level of employee commitment that is prevalent within the company. Necessary interventions can be put in place to redress any shortcomings to create a more sustainable climate for its workforce. Strategic interventions can be put in place to ensure that skilled staff is employed for the longest possible period of time with the minimum amount of cost and effort.

The quantitative study was aimed at ascertaining the levels of employee commitment of the selected company. A quantitative study, consistent with the quantitative paradigm, is an inquiry into a social or human problem, based on testing a theory composed of variables, measured with numbers, and analysed with statistical procedures, in order to determine whether the predictive generalisations of the theory hold true (Babbie & Mouton, 2002:646).

1.5 RESEARCH METHODOLOGY

The research comprises a literature and empirical study. The aim was to determine factors that create employee commitment and to find a solution to nurture employee commitment in order to drive better work performance.

1.5.1 Literature study

Phase 1: Literature study

The study is based on a well-developed literature study. This research will be focused on information that already exists, and will include mediums such as:

- Computerised databases;
- Books;
- Research articles;
- Internet search results; and
- Other, such as popular articles and magazines.

The aim of the literature study is to gather essential information in order to develop a questionnaire and make recommendations.

1.5.2 Empirical study

Phase 2: Study population

In research, the word population is used to mean the total number of people, groups or organisations who could be included in the study.

Sampling involves making decisions about which people, settings, events or behaviours to observe. According to Cooper and Emory (1995:196), a population is the total collection of elements about which one wishes to make inferences. An element is the individual on whom the measurement is being

taken and is the unit of study. For the purposes of this study the population is defined as all full-time employees, employed at a Wholesale distributor in Gauteng. The sample was a census of one hundred (100) permanent employees. The objective of this survey was to administer precisely one hundred (100) questionnaires during the period August 2010.

Phase 3: Questionnaire

Data collection involved the administering of questionnaires to the employees of the selected company in Gauteng (see Appendix 1). A questionnaire was developed in order to gather the necessary information that consists of open and closed questions. In order to have a fully representative and reliable sample, one hundred (100) permanent employees of the selected company were canvassed to complete the questionnaire. The objective was to have all one hundred completed questionnaires returned, and all of them were completed and returned in the available time.

Phase 4: Statistical Analysis

A statistical analysis of data was conducted in co-operation with statistical consultants from Consulta Research in Pretoria.

1.6 LIMITATIONS OF THE STUDY

Employee commitment will only be tested in one company. One hundred (100) permanent employees were selected randomly from the different departments to take part in the survey.

The country is also just recovering from a recession and that might have an influence on employee commitment. Thus, the period in which the survey took place will have definitely influenced the respondents' answers. It was also a challenge to motivate employees to make time to take part in the research process.

1.7 DEFINITION OF CONCEPTS

The following terms will be discussed in order to clarify the meaning of key terms that will be used throughout the study.

- Employee commitment; and
- Business success.

1.7.1 Employee commitment

Newstrom and Davis (2002:211) define employee commitment as the degree to which an employee identifies with the organisation and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employee's willingness to remain with a firm in the future. It often reflects the employee's belief in the mission and goals of the firm, willingness to expand effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organisation, and those working with a committed employee group.

Luthans (1995:130) explains that, as an attitude, employee commitment is most often defined as:

- A strong desire to remain a member of a particular organisation;
- A willingness to exert high levels of effort on behalf of the organisation; and
- A definite belief in and acceptance of the values and goals of the organisation.

Porter *et al.* (1974:604), defined employee commitment as the strength of an individual's identification with and involvement in a particular organisation, and is characterised by three factors, namely a strong belief in, and acceptance of, the organisation's goals and values; a readiness to exert considerable effort

on behalf of the organisation; and a strong desire to remain a member of the organisation.

Meyer and Allen (1997:7) define a committed employee as being one who “stays with an organisation, attends work regularly, puts in a full day and more, protects corporate assets, and believes in the organisational goals”. This employee positively contributes to the organisation because of its commitment to the organisation.

In other words, this commitment is an attitude about employees' loyalty to their organisation and is an ongoing process through which organisational participants express their concern for the organisation and its continued success and well-being. The organisational commitment attitude is determined by a number of personal (age, tenure in organisation, and dispositions such as positive or negative affectivity, or internal or external control attributions) and organisational (the job design and leadership style of one's supervisor) variables (Hellriegel *et al.*, 2001:53). Even non-organisational factors such as the availability of alternatives, after making the initial choice to join an organisation, will affect subsequent commitment. Due to this multidimensional nature of organisational commitment, there is growing support for a three component model proposed by Meyer and Allen (1996:1). The three dimensions are as follows:

- **Affective Commitment** involves the employee's emotional attachment to, identification with, and involvement in the organisation;
- **Continuance Commitment** involves commitment based on the costs that the employee associates with leaving the organisation; and
- **Normative Commitment** involves the employee's feelings of obligation to stay within the organisation.

Pareek (2004:165) defines organisational commitment as a person's feeling with regard to continuing his or her association with the organisation, acceptance of the values and goals of the organisation, and willingness to help the organisation achieve such goals and values. According to Madigan *et*

al. (1999:3), committed employees would work diligently, conscientiously, provide value, promote the organisation's services or products and seek continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training as well as that of their co-workers.

Hellriegel *et al.* (2001:54) emphasize that employee commitment goes beyond loyalty to include an active contribution to accomplishing organisational goals. Employee commitment represents a broader work attitude than job satisfaction because it applies to the entire organisation rather than just to the job. Further, commitment typically is more stable than satisfaction because day-to-day events are less likely to change it.

1.7.2 Business success

"Business success" cannot be specifically defined for the masses because success can be defined quite differently for each business and by each individual (Anon., 2010). Therefore, in order to achieve business success, it is firstly necessary to come to terms with one's own definition of success. Each individual's definition of success will be influenced by several key factors:

- Business success is subject to individual interpretation based on upbringing, past experiences, role models, competitive forces, personal motivations and goals. For some, merely *staying in business* can be considered success, while for others it could be achieving a certain level of sales. Carefully contemplate what one's definition of business success really is based on the core values – not what your accountant tells you it is.
- One's view of business success will change at various times throughout business cycles and one's career. For example, what might be deemed successful early in one's career might be viewed very different as one

prepare to sell the business and retire to the Caribbean. One's definition of business success will continue to change.

- As one achieves business success, it is sometimes measurable and sometimes not. Accumulating a certain volume in sales is certainly one way to measure success, but it is not the only way; earning a prestigious award, earning the respect of your peers, or providing livelihood to your employees may be far more meaningful to you.
- Very few people achieve success in business accidentally. Most people who achieve business success, first defined it, then planned for it, and pursued it diligently; they set goals to achieve it.

As can be seen from the above, it is very difficult to define business success. For some it is a positive bank account, and for others just to stay in business.

1.8 LAYOUT OF THE STUDY

This dissertation consists of five chapters.

Chapter One – In Chapter One, a general introduction to the study will be given, providing aims, problem statements and a description of terms to be used in the study.

Chapter Two – In Chapter Two, the different elements of employee commitment will be identified and its importance to an organisation. An in depth literature study that will consist of general theories will focus on the problems as identified in chapter one, as well as ways of maintaining and sustaining employee commitment and research initiatives on the subject of employee commitment will also be discussed.

Chapter Three – In Chapter Three, the empirical study and statistical analyses of the data undertaken will be discussed.

Chapter Four – In Chapter Four, current situations will be discussed in order to form a synthesis between the literature study and the survey results.

Chapter Five – Chapter Five will conclude with recommendations to improve employee commitment.

1.9 SUMMARY

The chapter outlined the background of the research, the problem statement, its objectives, framework of the study, methodology, and layout of the study.

The next chapter outlines the literature studied to identify the gap between existing research and empirical study of this dissertation.

CHAPTER TWO

LITERATURE REVIEW: EMPLOYEE COMMITMENT

“Loyal employees in any company create loyal customers, who in turn create happy shareholders.”

-Sir Richard Branson, Chairman, Virgin Group.

2.1 INTRODUCTION

The face of the workplace has changed dramatically in the 21st century. Today's workers are better educated, increasingly mobile and are constantly seeking empowerment (Patterson *et al.*, 2003:5). The ever-changing technology, increased competition and globalisation have created a new workplace that bears little resemblance to the businesses of the past. In the workplace of today, many employers are realising that the only constant advantage that they have is their people, their intellectual capital (Van de Ven, 1986:592). Organisations with highly skilled and knowledgeable employees are more likely to create knowledge and make correct decisions, hence resulting in better organisational performance (Hitt *et al.*, 2001:14).

Thomson *et al.* (1999:819) and Hsu and Wang (2008:355) have examined the relationship between employee commitment and individual job performance, particularly focusing upon the impact of job satisfaction, and the results indicate that there is a definite relationship. It has been widely argued over the last forty years that job satisfaction and employee commitment are likely to be associated with better organisational performance, on the basis that satisfied workers are likely to work harder than dissatisfied workers (Iaffaldano & Muchinsky, 1985:75; Mathhieu & Zajac, 1990:176). Moreover, satisfied employees are more committed to continuous improvement and quality (Matzler *et al.*, 2004:1179). Loyal and committed employees are perceived as doing better work than uncommitted employees. Organisations with committed employees do better financially than organisations with uncommitted workers (Bragg, 2002:1).

According to Federico (2003:2), employee commitment has a positive effect on productivity, turnover and employees willingness to help co-workers. But the downsizing, wage erosion and productivity demands of recent have reduced this commitment. The question one should answer is what should organisations do to increase employee commitment in order to improve performance.

The aim of this chapter is to identify the different elements of employee commitment. All the relevant elements of employee commitment, namely the importance of commitment, factors affecting commitment and how it affects employees, strategies for increasing employee commitment, how to channel employee commitment and the effect that committed employees has on employee turnover and business performance were determined by combining the views of different authors of employee commitment and will be discussed throughout this chapter.

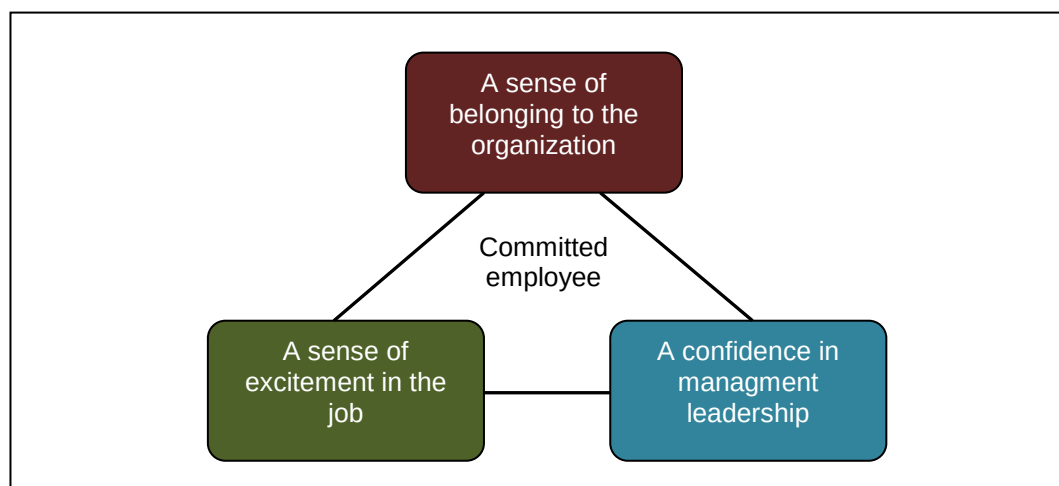
2.2 WHAT IS EMPLOYEE COMMITMENT?

Martins and Nicholls in Mullins (1999:813) view employee commitment as encapsulating by giving all of oneself while at work. They also state that employee commitment entails things such as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self development, respecting trust, pride in abilities, seeking improvements and giving loyal support. Employees today are increasingly self assured of their value to employers, and would consciously choose to work for those organisations that meet the above workplace expectations. Organisations that demonstrate commitment to employees will attract and retain the desired workforce and will ultimately win the battle for the workforce share (Madigan *et al.*, 1999:1).

Hellriegel *et al.* (2001:54) argue that, as with job satisfaction, the sources of commitment may vary from person to person. Employees' initial commitment to an organisation is determined largely by their personal attributes (for

example, personality and attitudes) and how well their early job experiences match their expectations. Later, employee commitment continues to be influenced by job experiences, with many of the same factors that lead to job satisfaction also contributing to employee commitment or lack of commitment: pay, relationships with supervisors and co-workers, working conditions, and opportunities for advancement. Over time, employee commitment tends to become stronger because individuals develop deeper ties with the organisation and their co-workers as they spend more time with them; seniority often brings advantages that tend to develop more positive attitudes; and opportunities in the job market may decrease with age, causing workers to become more strongly attached to their current job (Hellriegel *et al.*, 2001:55).

Figure 2.1: The three pillar model of commitment



(Source: Mullins, 1999:813)

Based on case studies that focused on employee commitment of fourteen British organisations, including Jaguar, Royal Bank of Scotland, British Steel, Pilkington's, Rothmans, Raleigh, and Schweppes, Martins and Nicholls (in Mullins, 1999:813) formulated a model of commitment based on three major pillars, as shown in Figure 2.1. These pillars are:

- **A sense of belonging to the organisation**

This builds upon the loyalty essential to successful industrial relations. The sense of belonging is created by managers through ensuring the workforce is informed, involved and sharing in success.

- **A sense of excitement in the job**

Improved results will not be achieved unless workers can also feel a sense of excitement about their work which results in the motivation to perform well. This sense of excitement can be achieved by appealing to the higher-level needs of pride, trust and accountability for results.

- **Confidence in management**

The senses of belonging and excitement can be frustrated if workers do not have respect for, and confidence in, management leadership. This respect is enhanced through attention to authority, dedication and competence. A large measure of the success of the organisations studied derives from their management of people and from creating a climate for commitment. For example, if people feel trusted, they will make extraordinary efforts to show the trust to be warranted. However, creating commitment is hard. It takes time, the path is not always smooth and it requires dedicated managers (Mullins, 1999:813).

Simpson (2006:1), in an article for the Mansis Development Corporation, emphasizes that employee behaviour on the job is influenced directly positively or negatively by his or her immediate supervisor. Positive influences are essential to strengthening employee commitment. Therefore, the first step in building commitment is to improve the quality of management in order to succeed in achieving greater employee commitment and thereby profitability.

Nelson (1999:1) further indicates that while money certainly plays a part in building employee commitment, it is clearly not enough in today's work

environment. Compensation is important, but most employees consider it a right and exchange for the work one does. He further emphasises that people want to feel that what they do, make a difference and money alone does not do this; personal recognition does.

2.3 IMPORTANCE OF EMPLOYEE COMMITMENT

Organisations that can successfully harness the commitment of their employees enjoy several distinct competitive advantages. These organisations are able to execute their business strategies more successfully and are more flexible and adaptive to changing market conditions. They have an enhanced reputation in the marketplace and hence can attract and retain the best talent. Such organisations produce superior shareholder value through lower operating costs and higher revenues and profits. Their employees demonstrate higher levels of integrity, support customers and colleagues more effectively and are more prepared to 'go the extra mile'. In other words, in 'high commitment' organisations, employees deliver value in three distinct ways that can benefit the organisation (Crawford, 2009:6):

- **Persistence** – longer tenure, reduced absence, improved punctuality, reduced stress;
- **Citizenship** – more ethical behaviours, spontaneous ambassadorship, more proactive support for others, increased discretionary effort; and
- **Performance** – greater productivity, enhanced customer service, improved quality, higher outputs.

According to Edmans (2010:1), organisations of all sizes see that employee commitment is directly correlated with employee productivity and company performance. No matter what function an employee holds in an organisation, top-performing employees are vital to the success of a business. Top performers are the employees who generate more sales, who make better decisions, who solve the difficult technical problems and who generally make life easier and more profitable for business owners (Pfeffer, 1994:24).

As a result, the goal of every organisation should be to improve the desire of employees to stay in the relationship they have with the company. When organisations understand and manage employee commitment – rather than retention specifically – they can reap benefits on both sides of the balance sheet, namely revenues and costs (Guertin, 2009:1).

On the revenue side of the balance sheet, loyal and committed employees are more likely to go "above and beyond" to meet customer needs and are highly motivated to work to the best of their ability. Both of these traits are crucial for continued customer commitment and ongoing revenue and growth for the company.

On the cost side, committed employees stay longer, resist competitive job offers, do not actively look for other employment and recommend the organisation to others as a good place to work (Hsu & Wang, 2008:359). These behaviours positively influence the cost side of the balance sheet because they are leading indicators of employee retention. The longer organisations keep their employees, the longer they can avoid having to pay to replace them.

But, the truth is that the nature of work is changing (Martensen & Gronholdt, 2001:950). Gone are the days of lifetime employment, stable jobs and predictable career paths. Equally, society is changing. People are becoming more demanding, both as consumers and as employees; they have more choice and are prepared to sacrifice financial gain for a more 'emotionally' rewarding work/life balance.

High employee commitment is one factor that shows that an employer is rated highly by its employees. Based on averages from "Best Employer" surveys (Martensen & Gronholdt, 2001:950), here is the math on why an organisation should care about increasing employee commitment:

- The full-time voluntary turnover rate is eight percent (8%) for the best employers versus eleven percent (11%) for others.

- The part-time voluntary turnover rate is twelve percent (12%) for the best employers versus twenty percent (20%) for others.
- Among senior leadership at the best employers, seventy four percent (74%) believe that their organisation is investing enough to develop the next generation of leaders versus sixty five percent (65%) at other organisations.
- Among the best employers' senior leaders, sixty four percent (64%) believe that their organisations have an excellent succession planning process for developing leaders versus forty six percent (46%) at other organisations.
- The fifty best employers who are publicly traded have an average compound annual growth rate of revenue (averaged over their past five fiscal years) of sixteen point four percent (16.4%) per annum versus six point one percent (6.1%) at other organisations.
- When looking at average cash flow return (averaged over their past five fiscal years), the best employers come in at thirteen point seven percent (13.7%) per annum versus other publicly traded participants at ten point two percent (10.2%).

These are not insignificant differences. And in today's economy any organisation that is not looking at every available option to increase profitability (or halt a slide in profits) would be well advised to consider the modest investment in employee commitment surveys that has proven over time to be a major factor in the success of many organisations.

So why does this employee commitment matter now? According to Bernstein, (1988:67), research carried out in the United States and the United Kingdom has demonstrated that on average only forty percent (40%) of employees believe that their employer deserves their loyalty, and it is estimated that thirty three percent (33%) of employees will actively seek to change employer in the next two years (and fifty percent (50%) within five years). Given that it can cost the equivalent of between fifty percent (50%) of base salary (for clerical and shopfloor workers) and two hundred percent (200%) of base salary (for executives) to replace a 'defecting' employee (Hsu & Wang, 2008:354), the

financial and business ramifications of these findings are potentially huge! It is all too often the 'prized' individuals who leave – the high performers or the ones with high potential, as these are by definition the most sought after and most marketable. The impact of losing talent of this calibre can be striking. Superior performers produce up to forty eight percent (48%) more output than averagely performing employees, and that this equates to a difference in added value equivalent to an extra forty percent (40%) of base salary.

All in all, these findings should be more than enough to make organisations sit up and take notice. After all, a significant proportion of the cost base of most organisations is associated with the employment, deployment and development of their people and this means that in many cases, organisations are failing to obtain a satisfactory return on that investment.

According to Vohra (2003:1), a committed employee is far better than the one who promises but never delivers because there is a huge difference between promise and commitment. A promise is a statement of intent whereas a commitment is a promise to be kept, no matter what. Committed employees always help to build a healthy corporate image. Commitment is a two-way process and one must go the extra mile to create and maintain it. Do not forget the fundamental fact that commitment, trust and empowerment go hand-in-hand. It is probably the only way to achieve true corporate excellence.

2.4 FACTORS THAT INFLUENCE EMPLOYEE COMMITMENT

According to Clark and Oswald (1996:359), some job satisfaction research demonstrates that employees generally want stable employment, opportunities for promotion and satisfactory compensation. Other research shows that social satisfaction and the characteristics of superiors have an effect on employees' satisfaction levels (Eskildsen & Nussler, 2000:581; Martensen & Gronholdt, 2001:950). To sum up, these studies support the idea that job satisfaction is influenced by various factors, which in turns have an effect on employee commitment. It is suggested that job satisfaction mediates

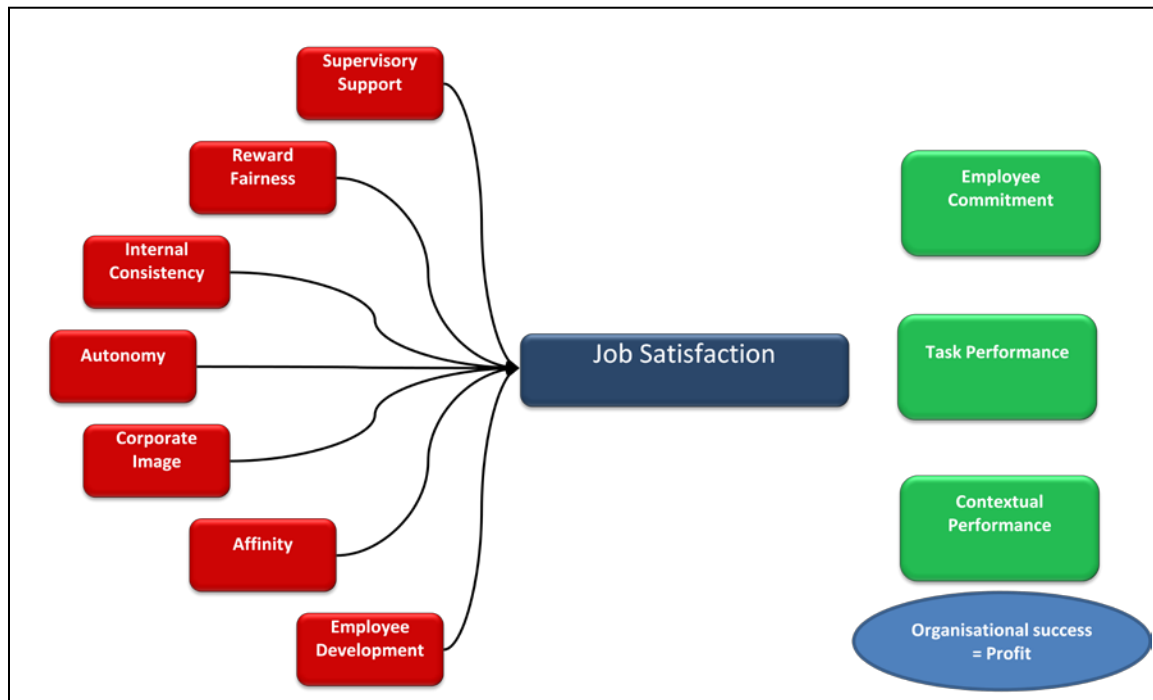
the relation between working conditions on the one hand and individual outcomes on the other hand (see Figure 2.2). The reasoning behind this is that there will be no behavioural effect without an intervening psychological response. Any changes within an organisation will not affect the behaviour of the employee without being processed mentally by the employee (Eskildsen *et al.*, 2004:548).

Most researchers believe employee satisfaction affects employee behaviour (Schnake, 1991:735). This can increase employee commitment and productivity, lower absenteeism and increase organisational success that equals higher turnover and profit. Satisfied workers tend to engage in organisational citizenship behaviour – altruistic behaviour that exceeds the formal requirements of their jobs.

2.4.1 Key elements for employee satisfaction

Employee satisfaction is the gratification or prosperity that the employees get from their job (Moorhead & Griffin, 1998:20) or a person's evaluation of the overall quality of his present job (Pool, 1997:272; Reilly *et al.*, 1991:487). A great deal of the research on this issue has been dominated by the person–environment fit paradigm, stating that the more a person's work environment fulfils his or her needs, the greater the degree of job satisfaction that increase employee commitment (Kristof, 1996:45; Mottaz, 1985:365).

Figure 2.2: Elements of job satisfaction



(Source: Hsu & Wang, 2008:355)

The following key elements of job satisfaction according to Hsu and Wang (2008:355) will be discussed, namely:

- **Supervisory support**

Superiors can teach, coach, develop and influence employees and they are the most salient representatives of management actions, policies and procedures. Subordinates tend to generalise their perceptions of superiors to their organisation at large (Kozlowski & Doherty, 1989:546). Subordinates that have high-quality relationships with their supervisors will perceive their organisation as providing greater autonomy, decision-making latitude and supportiveness. Numerous studies have shown that a positive relationship between supervisors and subordinates contributes to higher levels of job satisfaction, in turn reducing stress and improving job performance and employee commitment (Eskildsen *et al.*, 2004:550; Martensen & Gronholdt, 2001:949; Emmert & Taher, 1992:37; Nachmias, 1988:165; Daley, 1986:135).

▪ **Fairness**

The equity theory recognises that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also about the relationship this amount has to what others receive. When people perceive an imbalance in their outcome–input ratio relative to others, they may report diminishing job satisfaction, are uncommitted and are more likely to leave. Adams (1963:422; 1965:267) suggested that people learn about equity correlation between inputs and outputs through socialisation and comparison processes with others. The challenge for organisations therefore is not only to provide rewards but also to develop reward systems that are perceived as fair and equitable. Thus, equity is expected to have a positive impact on employee satisfaction and commitment.

▪ **Internal consistency**

Maslow (1954:5) stated that people are motivated by a hierarchy of needs:

- Physiological needs (example: hunger and thirst);
- Safety needs (example: shelter and protection);
- Social needs (example: satisfactory and supportive relationships);
- Ego or esteem needs (example: belief in oneself); and
- Self-fulfilment needs.

According to Maslow (1954:5), the lower needs (example: physiological or safety) must be satisfied before a person will have higher needs (example: esteem or self fulfilment).

These lower needs are more extrinsic or material, while the higher needs are more intrinsic or mental. Accordingly, to induce greater motivational force, employers need to provide promising links between employee performance and the reward system. An abundance of literature has linked extrinsic rewards such as pay (Eskildsen *et al.*, 2004:538; Liou *et al.*, 1990:80; Ting, 1997:334) and fringe benefits (Barber *et al.*, 1992:56) to increased job

satisfaction. Thus, extrinsic reward is expected to have a positive impact on employee satisfaction, and a satisfied employee is most of the times a committed employee.

- **Autonomy**

Autonomy refers to the extent to which an individual or group of individuals has the freedom, independence and direction to determine what actions are required and how best to execute them (Henderson & Lee, 1992:767; Manz, 1992:1119; Manz & Sims, 1980:361). According to the job characteristics theory, increasing levels of autonomy will enhance work outcomes in terms of job satisfaction and performance (Campion *et al.*, 1993:825; Henderson & Lee, 1992:767), because encouraging autonomy within the workplace heightens employees' sense of self-efficacy and their motivation to embark upon and accomplish certain tasks (Conger & Kanungo, 1988:472). In the literature on learning, autonomy is also considered an important facilitator of knowledge flow among individuals and units in organisations (Nonaka & Takeuchi, 1995:15; Schulz, 2001:665). Therefore, autonomy is expected to have a positive impact on employee satisfaction and commitment.

- **Corporate image**

Corporate image refers to the brand name and the kind of associations that employees get from it. When employees regard the company as having a good image, they tend to perceive a sense of pride and accomplishment. Organisational image has powerful motivational effects on employee commitment. Research on customer satisfaction has shown that corporate image has a positive impact on customer satisfaction and commitment (Gronholdt *et al.*, 2000:513; Kristensen *et al.*, 2006:1647). Parallel to this argument, it is suggested that corporate image is expected to have a positive impact on the employee satisfaction and commitment level.

- **Affiliation**

Employees also seek job satisfaction from the social aspects of their work. People enjoy interacting with others. Interpersonal relations among workers may lead to certain group dynamics, which in turn affect organisational productivity and job satisfaction and employee commitment (Eskildsen *et al.*, 2004:538; Martensen & Gronholdt, 2001:950). Social support leads an employee to believe that he or she is cared for, esteemed and belongs to a social network. As a result, affiliation is expected to have a positive impact on employee satisfaction and commitment.

- **Employee development**

One of the challenges faced by knowledge workers is the constant change in technology. The pressure to keep up with the technology creates considerable job stress and fear of obsolescence. In an effort to help and motivate them, management must provide training opportunities to enhance employee skills and opportunities for career development. Herzberg (1966:15) argued that for an employee to be truly motivated, the employee's job must be fully enriched where the employee has the opportunity for achievement, recognition, stimulation, responsibility and advancement. Employees prefer to work in environments that provide a challenge, offer opportunities for learning and personal development. Therefore, employee development is expected to have a positive impact on employee satisfaction and commitment.

2.4.2 Employee satisfaction and commitment

The benefits of long-term employees are that they are able to form personal relationships with customers and other employees to understand their needs, because relationships are not built overnight. Higher retention of employees creates a stable and experienced labour force that drives down costs through reduced training expenditure and efficiency gains accruing from repeated tasks and learning effects.

A survey by KPMG revealed that half of the organisations reported having suffered significant setbacks and loss of income are due to the departure of key employees (KPMG, 1998:365).

Frequent employee turnover affects organisational efficiency and the morale of those who stay in the company. As a result, organisations that can keep quality personnel will influence their capabilities to offer quality products or services to their customers. Alavi and Leidner (2001:108) point out that the turnover of knowledge workers is usually high and one way to keep knowledge inside the firm is to keep employees happy. Researchers have shown that job satisfaction is one of the best predictors of employee commitment (Eskildsen & Nussler, 2000:588; Fosam *et al.*, 1998:235; Martensen & Gronholdt, 2001:949; Schiesinger & Heskett, 1991:21).

2.4.3 Employee commitment and job performance

Rucci *et al.* (1998:84) show that a 5-point improvement in employee attitudes will drive a 1.3-point improvement in customer satisfaction, which in turn will drive a 0.5% improvement in revenue growth. They call this 'the employee-customer-profit chain'. Heskett *et al.* (1997:23) also developed and conceptualised the 'service profit chain' in which employee satisfaction and commitment initiate a chain of performance links between quality, productivity, service value, customer satisfaction and commitment, which in turn drives profit and growth. Internal marketing theorists have argued that it is impossible for organisations to provide better service to external customers than they provide to their internal customers (Gronroos, 1983:11). The underlying assumption is that satisfied and committed employees are more motivated and harder working than dissatisfied ones.

It is widely agreed that there are two overriding dimensions of job performance – *task performance* and *contextual performance* (Borman & Motowidlo, 1993:77; Motowidlo & Van Scotter, 1994:476). **Task performance** includes behaviours that contribute to the core activities in an organisation, such as producing products, selling merchandise, managing subordinates or

delivering services (Motowidlo & Schmit, 1999:76). **Contextual performance**, in contrast, refers to behaviours that contribute to the culture and climate of the organisation. That is, the context within which the core activities are carried out, such as volunteering for the extra work, persisting with enthusiasm, helping and cooperating with others, following rules and procedures, and supporting or defending the organisation (Borman & Motowidlo, 1993:77).

The effective functioning of an organisation depends on employee efforts that extend beyond formal duties. Accordingly, employee satisfaction and commitment are expected to have a positive impact on task performance and contextual performance.

2.5 STRATEGIES FOR INCREASING EMPLOYEE COMMITMENT

Although committed employees are the most influential factor to becoming an employer of choice, it is no surprise that organisations face significant challenges in developing energised and committed workforces. Increased employee commitment and trust in leadership can positively impact the company's bottom-line. The true potential of an organisation can only be realised when the productivity level of all individuals and teams are fully aligned, committed and energised to successfully accomplish the goals of the organisation.

There are many ways to build employee commitment and employers often fail to realise that some of the most effective things they can do to develop and sustain motivated, committed employees cost very little or nothing at all. Nelson (1999:1) proposes the power of the five I's:

- **Interesting work**

No one wants to do the same boring job over and over, day after day. While any job will always require some boring, repetitive tasks, everyone should have at least a part of their job be of high interest to them.

- **Information**

Information is power, and employees want to be empowered with the information they need to know to do their jobs better and more effectively. Employees want to know how they are doing in their jobs and how the company is doing in its business. Open channels of communication in an organisation allow employees to be informed, ask questions, and share information.

- **Involvement**

Managers today are faced with an incredible number of opportunities and problems and, as the speed of business continues to increase dramatically, the amount of time that they have to make decisions continues to decrease. Involving employees in decision-making, especially when the decisions affect them directly, are both respectful and practical. Those closest to the problem typically have the best insight as to what to do. As one involves others, one increases their commitment and ease in implementing new ideas or change.

- **Independence**

Few employees want their every action to be closely monitored. Most employees appreciate having the flexibility to do their jobs as they see fit. Giving people latitude increases the chance that they will perform as one desires – and bring additional initiative, ideas, and energy to their jobs.

- **Increased visibility**

Everyone appreciates getting credit when it is due. Occasions to share the successes of employees with others are almost limitless. Giving employees new opportunities to perform, learn, and grow as a form of recognition and thanks is highly motivating for most people.

Madigan *et al.* (1999:3) provide practical strategies that organisations can use to increase employee commitment. They first propose that, in order for an organisation to increase the commitment levels of its employees, it has to recognise the fundamental need of the employee to maintain a work-life balance.

Mullins (1999:815) concludes that a high level of employee commitment implies willingness to work for the organisation's benefit, but that its continuation depends on the reciprocal commitment by the organisation to its members. In the current industrial climate, there needs to be concern not only for producing goods or services, but also for the encouragement of innovative, exploratory and creative ideas that go beyond what can be prescribed for the job, and for the application to work of intuitive as well as explicit knowledge. These multiple objectives can only be achieved if managers consider, with care, exactly what kinds of commitment they are aiming for, and design policies and practices accordingly (Perry, 1997:181).

2.6 CHANNELING EMPLOYEE COMMITMENT

Creating commitment on its own, however, is not sufficient. People can be highly committed but still ineffective. An organisation needs to be able to harness employee commitment effectively in order to ensure that it is directed towards the achievement of the organisation's strategies and goals. Certain conditions need to exist for this to happen (Crawford, 2009:15):

2.6.1 An appropriate talent pool

The organisation must first ensure that its recruitment and selection practices succeed in securing the calibre and type of employee that will fit with the company's culture, ethos and values.

2.6.2 Clarity of direction

Employees must understand what is expected of them and how this relates to the bigger picture. This requires regular two-way communication, open disclosure of information concerning company strategy and performance and timely feedback regarding individual performance.

2.6.3 Capability

Employees must be equipped with the skills and competencies to enable them to operate effectively and enhance their contribution to the organisation. This entails a focus on both formal and self directed learning and in particular developing the team working and flexibility necessary to enable the organisation to be responsive and adaptive.

2.6.4 Effective deployment and support

Employees must be deployed in roles that play to their strengths and provided with the autonomy and empowerment to enable them to be effective. They must also be equipped with the tools, techniques and information necessary for effective discharge of their role.

Only when these conditions exist will employees be fully motivated and equipped to provide the consummate effort associated with high commitment organisations.

2.7 CONSEQUENCES OF COMMITMENT IN THE WORKPLACE

Gibson *et al.* (2006:184) explain that committed employees are less likely to quit their jobs, also mentioned earlier by Ivancevich *et al.* (2005:224), in Chapter One. Greenberg and Baron (2003:156) indicate that the more highly committed employees are to the organisation, the less likely they are to be absent, and Hellriegel and Slocum (2004:54-55) agree that strong commitment is often correlated with high productivity. Each of the mentioned commitment consequences will now be discussed.

2.7.1 Work turnover as a consequence of commitment

How do you convince a Chief Executive Officer (CEO) or Managing Director (MD) that the lack of employee commitment – and subsequent employee turnover – is a costly problem? It is found that less than thirty percent (30%) of senior human resource practitioners calculate and communicate employee turnover costs to senior management (Rehm, 2009:1). It has also proven to be one of the most costly and seemingly intractable human resource challenges confronting organisations.

Employee turnover is defined as: “an employee’s voluntary decision to leave an organisation, thereby representing an exercise of choice on the part of the employee and reflecting some form of decision process on the part of the employee” (Bernstein, 1988:67).

Wood *et al.* (2004:116) define turnover as “the decision by people to terminate their employment”, and Robbins (2005:28) defines turnover as “the voluntary and involuntary permanent withdrawal from an organisation”.

Merisalo (2001:2) found that turnover is less among committed employees and Robbins (2001:236) is of the opinion that turnover in a group will be greatest amongst those with dissimilar experiences because communication is more difficult. According to Robbins (2001:236), it is projected that “in a department or separate work groups in which a large portion of members

entered at the same time, there is considerably more turnover among those outside the cohort". Hellriegel and Slocum (2004:54) explain that "managers are interested in the relationship between organisational commitment and job behaviour because the lack of commitment often leads to turnover. The stronger the commitment to the organisation the less likely the person is to quit".

According to Robbins (2005:28), "a high rate of turnover results in increased recruiting, selection and training cost. A high rate of turnover can also disrupt the efficient running of an organisation when knowledgeable and experienced employees leave and replacements must be found and prepared to assume positions of responsibility when turnover is excessive, or when it involves valuable performers, it can be a disruptive factor, hindering the organisation's effectiveness".

Turnover can be very expensive. It is estimated that turnover costs range from a conservative 30% of annual salary plus benefits to as much as 150% of a worker's yearly pay (Mohonathan, 2007:22). Ivancevich *et al.* (2005:223) agree that a high turnover rate means more expense for an organisation. The issue of turnover needs to focus on the frequency and on who is leaving as some organisations would benefit if disruptive and low performers quit.

Employee turnover is inevitable and, while some employee turnover can be useful, losing good performers is not only a "brain drain" of a company's human capital, it also carries with it *direct* and *indirect* costs associated with both the separation and replacement of the very employees you would rather retain. To a great degree, voluntary turnover is manageable. Investing in retention solutions that result in even a small reduction in one's company's turnover rate can realise substantial reductions in turnover expenses over the long term.

- **Direct costs**

Studies have estimated direct turnover costs per employee to be twenty five to thirty percent (25-30%) of an individual employee's salary/benefits package, with hidden costs inflating that figure substantially (Ivancevich *et al.*, 2005:223). If an organisation has low levels of employee commitment and high levels of turnover, some human resource managers are of the opinion that simply encouraging the "quit and stay" group to *actually quit* is the easiest and cheapest solution. One may also think that replacement of these employees costs them relatively little, but one may be surprised to learn that it costs much more than one think.

The costs of employee turnover can be estimated in a number of ways, depending on whether the calculation includes both direct and indirect costs. The direct costs of turnover include separation and replacements costs as follows:

Separation costs – Severance costs; termination and hiring costs; administrative costs; unemployment insurance premiums; and outplacement fees.

Replacement costs – Advertising costs; background checks; formal and informal training time; interviewing time; pre-employee assessments; relocation costs; and a new employee's learning curve.

If an organisation has an annual turnover rate typical of the United States average fifteen percent (15%) and offers benefits (medical and otherwise) valued at as little as fifteen percent (15%) of an employee's salary (most organisations' benefits may be of even greater value), the approximate annual losses to turnover for that organisation are in the tens of thousands annually. The greater the number of employees and the higher the salaries of those departing employees, the more costly the turnover is to an organisation, as illustrated in Table 2.1. For example, if fifty employees with an average annual salary of \$35 000 resign, it will cost the company approximately \$75 000, and

if one hundred employees with an average annual salary of \$35 000 resign, it will cost the company \$150 000.

Table 2.1: Turnover costs versus number of employees resigns

Average annual salary	Turnover costs for # of employees		
	50	100	150
\$35,000	\$75,000	\$150,000	\$225,000
\$50,000	\$108,000	\$216,000	\$324,000

(**Source:** Rehm, 2009:1)

Taking all these costs into consideration means that it generally costs at least twenty five percent (25%) of a departing employee's annual salary to replace that employee. Not to mention how exactly one go about finding these new "fully committed" replacements.

- **Indirect cost**

Indirect costs include the harder-to-measure variables such as the loss in organisational knowledge and skills, reduced corporate growth through lower productivity and the negative impact on organisational commitment that frequent turnover can have among the employees who stay at the organisation.

There are also indirect costs like lost institutional memory; the impact on morale, and risk diminished employee commitment among others likely to follow suit are not easily measured, but their toll on an organisation is palpable and make employee retention a high priority for pro-active human resource departments. These indirect costs can often be greater than the direct costs of turnover. The bottom line is: Keep them, and keep them committed.

In the long run, improving both employee satisfaction and employee commitment can not only reduce your turnover costs but can **significantly**

increase a company's profitability (Meyer & Herscovitch, 2001:301). Investing in employee commitment is a win-win on both sides of the equation.

Gibson *et al.* (2006:184) assert that “committed people are less likely to quit and accept other jobs. Thus, costs of high turnover aren’t incurred”. An individual’s level of organisational commitment can be an indicator of turnover (Robbins, 2005:79). Luthans (2005:215) found that commitment to the organisation plays a key role in turnover. Even satisfied employees are willing to leave if the opportunities elsewhere promise to be better. However, an article published by the Hay Group (2006:22), points out that, in companies with high turnover, you can assume higher than normal levels of dissatisfied employees whose attitudes and behaviours affect the bottom line.

Pienaar (2007:12) explain that the factors that separate one from one’s competitors today are the skills, knowledge, commitment, and abilities of the people who work for you. High turnover is expensive as it costs money to replace people. Also taking into account when you lose people, you lose knowledge, experience, and customer relationships. Friedman (2005:15) explains that employers should also be aware of ‘spiritual turnover’. People being physically present but disengaged. Research shows that there is a direct relationship between engagement at work, performance, and productivity.

Luckily for organisations willing to examine themselves and take actions accordingly, to a great degree, voluntary turnover is preventable. Investing in retention solutions that result in even a small reduction in an organisation's turnover rate can realise substantial reductions in turnover expenses over the long term (Herzberg, 2002:7). Only by conducting regular employee commitment surveys to measure the pulse and climate of the organisation and by augmenting those surveys with a systematic method of conducting effective exit interviews can human resource managers understand the key motivators of loyalty, satisfaction and commitment among their employees and implement strategies to decrease voluntary turnover.

2.7.2 Absenteeism as a consequence of commitment

Wood *et al.* (2004:116) describe absenteeism as “the failure of people to attend work on a given day”. Robbins (2005:20) defines absenteeism as “the failure to report to work”. Mahomedy (2006:30), citing *Macmillan Dictionary*, defines absenteeism as the “habit of not being at school or work when you should be, usually without a good reason”.

Gibson *et al.* (2000:186) suggest that employees go to work because they’re motivated to do so; the level of motivation remains high if an individual feels that attendance leads to more valued rewards and fewer negative consequences than alternative behaviours. Managers appear to have some influence over attendance behaviour. They have the ability to punish, establish bonus systems, and allow employees’ participation in development plans. Whether these or other approaches reduce absenteeism is determined by the value of the rewards perceived by employees, the amount of the rewards, and whether employees perceive a relationship between attendance and reward.

Robbins (2001:20, 69) is of the opinion that it is important for organisations to keep absenteeism low, as it is costly. It is “difficult for organisations to operate smoothly and to attain their objectives if employees fail to report for their jobs”. Absenteeism has a direct impact on organisations’ effectiveness and efficiency. Ivancevich *et al.* (2005:223) explain that “absenteeism is a costly and disruptive problem facing managers. It is costly because it reduces output and disruptive because it requires that schedules and programmes be modified. Employees go to work because they are motivated to do so. The level of motivation will remain high if an individual feels that attendance will lead to more valued rewards and fewer negative consequences than alternative behaviours”.

Greenberg and Baron (2003:156-163) found that the more highly committed employees are to the organisation, the less likely they are to be absent. Being committed leads people to show up when they are supposed to. Hellriegel

and Slocum (2004:54) display the same sentiments and agree that strong commitment also is often correlated with low absenteeism. Paulson (2007:47) found that absenteeism had an enormous impact on overall organisational productivity. Smanjak (2007:19-20) agree and claims that absenteeism has a material effect on the bottom line of almost every organisation and also on staff morale. Many organisations implement behavioural programmes to curb unscheduled absences. Kristensen *et al.* (2006:1645-1650) found that, in human resources studies, the primary purpose is to predict absenteeism through motivationally based variables such as job satisfaction and commitment. Lilford (2005:4) suggests that the most effective way of proactively monitoring productivity is to have an effective absenteeism management system in place.

2.7.3 Productivity as a consequence of commitment

Wood *et al.* (2004:8) define productivity as “a summary measure of the quantity and quality of work performance, which also accounts for resource use”. Robbins (2005:27) defines productivity as “a performance measure that includes effectiveness and efficiency”.

Burton (2001:13) explains that we live in a time when employee motivation, commitment, innovation and openness to change are essential for business survival and success. Customer service begins inside an organisation with the way employees are treated, valued, respected, empowered and rewarded. For this reason organisational results are linked to the way organisations manage and motivate their people. The fact is that one cannot achieve business success without employee commitment (Burton, 2001:14).

According to Hellriegel and Slocum (2004:54-55), strong commitment is often linked with relatively high productivity. Committed employees tend to be more goal directed and waste less time while at work, which has a positive impact on productivity. Nelson and Quick (2005:87) agree that commitment is related to higher quality of work, increased productivity, and enhanced performance. Ivancevich *et al.* (2005:402) explain that committed employees will exert

extraordinary effort to carry out work requests and are more dependable. Forman (2005:137) acknowledge that there is a strong positive relationship between employee commitment and productivity. Commitment is critical and vital for organisational effectiveness. An article published in Compensation & Benefits for Law Offices (Trochim, 2006:2) explain that those organisations that implemented human resources practices that showed high commitment towards employees were more productive than their industry peers that did not use such practices. Rice (2007:15) explains that engaged employees are committed and, therefore, more productive.

2.8 BENEFITS OF COMMITTED EMPLOYEES ON BUSINESS SUCCESS

Employee commitment reaps benefits far beyond improved organisational performance. High levels of employee commitment have been linked to an estimated eleven percent (11%) boost in productivity (Mayfield, 2000:32). Commitment also explains more than thirty four percent (34%) of employee turnover. And this outcome can cost organisations an estimated hundred percent to hundred and fifty percent (100-150%) of the departing worker's annual salary (Cascio, 1998:68). Furthermore, committed workers enhance an organisation's reputation in the job market; and this elevated status helps to recruit better employees (Goman, 1991:43).

These valuable benefits of employee commitment can only be achieved through high levels of effective leader communication. Research strongly suggests that worker performance, job satisfaction and retention are all influenced by relations with a person's immediate supervisor (Goman, 1991:17; Graen & Uhl Bien, 1995:223; Robbins, 2001:37). Such positive relations depend largely on competent leadership skills, many of which are firmly grounded in communication abilities including listening/feedback, coaching, and information-sharing (Goman, 1991:23; Robbins, 2001:37). Fortunately, these skills can be learned. Research also shows that leader communication abilities can be improved as a result of training, and this

improvement positively effects the performance of direct reports (Goman, 1991:23; Scandura & Graen, 1984:428).

Communication is a powerful catalyst for establishing and sustaining trust, the emotional state that is shared by highly committed workers and leaders. Leader communication is the bridge that transmits behavioural intent to employees, thus creating the foundation for trust. In their book, *Trust and Betrayal in the Workplace*, noted organisational development experts, Dennis and Michele Reina, define trust as a “relationship of mutual confidence in contractual performance, honest communication, expected competence, and a capacity of unguarded interaction” (Reina & Reina, 1999:10).

As in any marriage, trust, security and the knowledge that your needs and opinions are being considered are among the traits that keep commitment strong. At work, these qualities can be even more important than the value of monetary compensation and rewards – in fact, emotional rewards can actually have a larger impact than monetary rewards on overall employee satisfaction.

In other words, although employees might leave one job for another with better pay, their cause for leaving might not be salary at all but a myriad of other reasons – often more than likely having to do with mistrust of the company, feeling unappreciated, not respected or not recognised for the time and effort they have put into their work. The primary implication is to emphasise the importance of employee-employer relations and the need for organisations to really demonstrate that they are serious about their workers.

Employers can favourably influence how their employees feel by taking positive steps to create a work environment that indicates, by action, that the employee is valued. Although important, pay is only one part and employers must also address fairness, quality of supervision and support for employees to successfully achieve a work/life balance.

The following specific factors and initiatives have been shown to positively affect employee satisfaction (Comm & Dennis, 2000:45):

- Clearly stated guidelines defining appropriate work behaviour and job requirements;
- Supportive communications with immediate supervisors and senior management;
- The quality of the supervisory relationship;
- Favourable developmental training and experiences;
- Clearly-defined career goals and paths;
- Frequent recognition, both formal and informal;
- Fair and objective feedback on performance, provided on a regularly-scheduled basis;
- Personal and family-oriented policies and actions; and
- Sufficiency of pay benefits and rewards.

The strongest organisations are able to successfully develop the ideal combination of (1) quality products and/or services, (2) economic viability and (3) a positive work environment based on fairness, recognition of employee needs and adherence to the organisation's values. Such combinations are not easily created and need to be carefully nurtured if the organisation is to continue to thrive.

Commitment is one of the factors that can help "inoculate" an organisation against turnover, at a time when there is an increasing need for organisations to find and hold onto their most talented employees. These days, the success of an organisation is even more dependent on having a stable and committed workforce whose contributions coalesce into productive group actions (Thomson *et al.*, 1999:827).

In order to achieve and maintain success, organisations need to recognise the following three components of building and managing a truly committed workforce:

- Attracting qualified employees;
- Developing those employees over time; and
- Building a bond of trust and commitment with those employees.

According to Merisalo (2001:2), organisations necessarily need to establish a "reservoir" of prospective, talented employees and a very important element of this is how attractive the organisation is as a "mate" (building on the notion of a "marriage" between employers and employees). The organisation's reputation, to those outside of the organisation as well as inside it, has a vital impact over its ability to continually attract talented employees.

If an organisation treats employees well, they will give back as much or more in terms of both physical and emotional commitment (Fornell, 1982:408). Corporate respect for employees is manifested in a wide variety of ways, including fairness in the application of company policies, opportunities for growth and development, recognition of employee needs and a clean, safe working environment. A good relationship is exciting and it develops and grows. There is camaraderie around shared values and interests and the enduring sense that each will "be there" for the other when needed.

Organisations that are able to create commitment among their employees realise that commitment is ultimately personal (Global Report, 2007-2008:2). This is the hard part of commitment that has profound implications for corporate conduct. It requires consistency in action at the same time as recognising the need for flexibility and requires making decisions about what employees are prepared and not prepared to do. It requires the patient and concerted attention of the whole organisation.

The underlying premise is that successful organisations need to retain people who care about their work, who care about how they perform it and who care about the overall success of the company.

2.9 HOW TO KEEP TOP PERFORMING EMPLOYEES

A company definitely does not want to lose committed employees, but the truth is these employees are not valuable only to the organisation. They are also the types of employees most likely to be stolen away by one's competitors (Anderson *et al.*, 1997:130). And they are much more expensive to replace!

So how do you prevent committed employees from taking the bait when head hunters start calling? There are five primary reasons that make employees stay with employers over the long term (Smith, 2009:2):

- Challenging and interesting work;
- Opportunities to learn new skills and grow in their jobs;
- Good relationships with co-workers;
- Fair pay; and
- A great manager.

Here are five guidelines to follow in order to keep committed employees (Thomson *et al.*, 1999:820):

- **Talk to employees**

While one may be nervous about the answer, the best way to find out what it will take for an employee to stay is to ask them outright. Once the question is asked, encourage employees to list every factor that they can of the company. It's rare that someone will say 'money' and stop there. Real high performers are looking for growth, development and responsibility.

- **Challenge employees with goals**

Although a great manager is last on the list of what employees are looking for, it is primarily this person who can influence all of the other factors. Hence the need for good, effective management. A leader has the opportunity to set

goals for employees that help both parties realise a shared vision for the company (Wright & Hamilton, 1978:1141). Ongoing discussion about these expectations will help to ensure that employees are inspired and positively motivated to work toward these goals.

- **Do not micro-manage**

Top performers will rebel if one tries to micro-manage them. Most top-performing employees need the flexibility and independence to make their own decisions. When businesses create a bureaucracy of rules and procedures which take autonomy away from people, in time people create a working environment where even though they say they respect people, they don't demonstrate that they trust them. And a lack of trust is a sure way to drive people away.

- **Keep the lines of communication open**

As a company grows bigger, one must find ways to continue to communicate. Employees will start to feel separated from the business if they are hearing about major company changes through the grapevine, or reading about these in the newspaper, rather than getting it first-hand from their internal leaders. That means setting up a very efficient information flow from the top down, making sure that communication is accurate through each level. Employees should hear it from management first.

- **Recognise the importance of company culture**

Developing a company culture that top performers want to be involved in also is critical to retaining committed employees (Westphal, 2005:2). Employees will remain in a work environment where they feel they are contributing and building something that is bigger than them. Together with the team, get everyone to buy into and evolve that culture. The culture dictated from above becomes a meaningless mission statement. A culture that has benefits for the

people in it, motivates and rewards everybody is what then drives an organisations success.

2.10 SUMMARY

Building a high commitment organisation is not easy, but the superior performance that results from having committed employees that work for the best interests of the organisation, are flexible, who are continually anticipating what needs to be done and who are continually searching for ways to improve their own and the organisation's performance, is a prize well worth striving for.

This chapter reviewed literature on employee commitment. A general overview of the definition of employee commitment, the importance, elements as well as strategy in creating employee commitment, the cost of high employee turnover and benefits for business success was reviewed from available literature. It is clear, from the available literature, that trust plays an integral role in building and sustaining employee commitment. It is, therefore, of utmost importance that employees and employers have a solid relationship built on trust for each other. Money or compensation is important to building employee commitment as well, but recognition, accountability and pride are some of the other factors that help cement the employee's commitment to the company. Employees must feel a sense of belonging to the organisation, their job must provide a sense of excitement, and they must have confidence in management if they are to remain committed to the organisation.

When organisations understand and manage employee commitment, they can reap benefits on both sides of the balance sheet; for example, revenues and costs. On the revenue side of the balance sheet, loyal and committed employees are more likely to go "above and beyond" to meet customer needs and are highly motivated to work to the best of their ability. Both of these traits are crucial for continued commitment and ongoing revenue and growth for the company. On the cost side, loyal employees stay longer, resist competitive job offers, do not actively look for other employment and recommend the

company to others as a good place to work. These behaviours positively influence the cost side of the balance sheet because these are leading indicators of employee retention. The longer organisations keep their employees, the longer they can avoid having to pay to replace them.

CHAPTER THREE

EMPIRICAL STUDY

“Do not allow yourself or others to be defined by your limitations, but rather, abilities.”

-Eric Duquette

3.1 INTRODUCTION

This chapter addresses the approach to the study. It provides an explanation of the details regarding the sample, means of data collection, and the statistical data analysis.

3.1.1 Target population

The target population consisted of permanent employees working at a wholesale and retail company in Gauteng.

3.1.2 Sampling

Sampling is the process of selecting units, for example, people from a population of interest, so that by studying the sample one may fairly generalise the results back to the population from which they were chosen (Trochim, 2006:1).

A sample group of one hundred employees from one company were selected from the different departments namely, call centre, finance, product management and buying, sales and marketing, support services and the warehouse. Employees were asked to complete a questionnaire about employee commitment during the period of August 2010.

The results will be used to make recommendations in order to improve employee commitment at this specific company.

3.1.3 Method of data gathering

After studying the different views of the researchers, a questionnaire was developed (see Appendix 1). A 10-point Likert scale (extremely strongly disagree to extremely strongly agree) was used to reduce the statistical problems of extreme skewness (Fornell, 1992:9). It also force people to make a decision and not to stay neutral.

3.2 STATISTICAL DATA ANALYSIS

Consulta Research analysed the data statistically. The reliability and validity of the study are explained below:

3.2.1 Reliability and validity

A definition of reliability is given by Nunnally (1967:206) as “the extent to which [measurements] are repeatable and that any random influence which tends to make measurements different from occasion to occasion is a source of measurement error”.

Because a predefined structural framework is in mind for this study, the reliability of the statements that are defined to influence staff engagement will be tested (for example, job satisfaction). These statements are defined as:

Table 3.1: Attribute statements

Statement Code	Statement
Support1	My manager can be relied upon when things get tough on my job.
Support2	My manager is willing to listen to my job-related problems.
Support3	It is easy for me to talk to my manager when I need help.
Support4	I am satisfied with the overall guidance and responses of my manager.
Reward1	I am compensated fairly for the work I do.
Reward2	Employees are held accountable for their performances with fair performance reviews and treatments.
Autonom1	I can control the scheduling of my work.
Autonom2	I have significant autonomy in determining how I do my job.
Autonom3	I have considerable opportunity for independence and freedom in how I do my job.
Corprt1	I am proud to work for the company.
Corprt2	I recognize the value of the company.
Corprt3	I feel very loyal to this company.
Affinit1	When things get tough at work, I can always rely on my colleagues to help me solve the problem.
Affinit2	It is easy for me to talk to my colleagues when I need help.
Affinit3	My colleagues are always willing to listen to my problem.
Develop1	I am satisfied with the opportunities given to me for my promotion or career advancement.
Develop2	The training programs including internal/outside training, learning from daily operations help me perform.
Develop3	The company provides an adequate learning environment to help employees grow.
Develop4	The company helps employees grow as well as develop their potentials.
IntCost1	In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).
IntCost2	In general, I am satisfied with the additional benefits, including insurance and welfare activities.

The reliability for this single set is given in the table 3.3 below:

Table 3.2: Item-analysis for reliability

Summary for scale: Mean=1695.40 Std.Dv.=296.442 Valid N:100						92.9%
Cronbach alpha: .929095 Standardized alpha: .933799						
Average inter-item corr.: .432319						
All Items	Mean if	Var. if	StDv. if	Itm-Totl	Alpha if	Delete if
Support1	1609.000	79841.0	282.5615	0.568876	0.926320	
Support2	1608.000	79000.0	281.0694	0.674731	0.924498	
Support3	1608.700	77959.3	279.2119	0.749158	0.923096	
Support4	1608.800	78292.6	279.8081	0.773927	0.922926	
Reward1	1625.700	77896.5	279.0995	0.586191	0.926246	
Reward2	1623.800	75861.6	275.4298	0.685699	0.924112	
Autonom1	1611.200	79058.6	281.1736	0.633940	0.925140	
Autonom2	1611.400	78706.0	280.5460	0.727649	0.923682	
Autonom3	1611.500	78390.8	279.9835	0.699106	0.923966	
Corprt1	1602.500	81082.8	284.7503	0.657437	0.925574	
Corprt2	1602.200	81963.2	286.2921	0.610912	0.926440	
Corprt3	1601.700	81470.1	285.4297	0.640784	0.925929	
Affinit1	1612.000	82528.0	287.2769	0.375599	0.929481	Delete
Affinit2	1611.300	81213.3	284.9795	0.489325	0.927665	
Affinit3	1612.300	81435.7	285.3694	0.466297	0.928048	
Develop1	1622.800	76620.2	276.8035	0.677956	0.924200	
Develop2	1619.200	77533.4	278.4481	0.657674	0.924604	
Develop3	1620.600	76105.6	275.8725	0.684464	0.924102	
Develop4	1623.200	75315.8	274.4372	0.744870	0.922673	
IntCons1	1634.000	81898.0	286.1783	0.331555	0.931202	Delete
IntCons2	1628.100	80823.4	284.2946	0.368038	0.931119	Delete

Although the Cronbach alpha is extremely high (92.9%) (Table 3.2) for all items, it can further be improved by deleting any of the three items: Affinit1, IntCons1 and IntCons2 (with highest Cronbach alpha achieved 93.1%, an increase of only 0.5%).

This only shows reliability, but explains nothing about the validity of the measurement tool for the construct. To evaluate construct validity, a factor analysis was done on the attribute set in Table 3.2.

The factor analysis suggests that a five-factor solution should be considered. The five factors explain 80.7% of the total variance, and all eigenvalues are greater than 1. If one groups the attributes into factors by their factor loadings, however, it dissolves into three factors.

Table 3.3: Five-factor solution

Attributes	Factor1	Factor2	Factor3	Factor4	Factor5
Support4	0.8355	0.0534	0.2608	0.3400	0.0534
Support3	0.8073	0.0624	0.2551	0.3852	0.1120
Autonom2	0.7965	0.0848	0.2080	0.2831	0.1220
Autonom3	0.7697	0.0558	0.2519	0.0580	0.0425
Develop4	0.7495	0.4407	0.2125	0.0311	0.2679
Support2	0.7455	0.0086	0.3286	0.4704	0.1293
Corprt1	0.7343	0.3233	0.0854	0.4414	0.2548
Corprt3	0.7310	0.2815	0.1907	0.4782	0.2307
Develop3	0.7118	0.4536	0.0954	0.0667	0.3662
Reward2	0.7055	0.1249	0.1968	0.2012	0.1430
Autonom1	0.7046	0.0384	0.1639	0.2214	0.2730
Develop1	0.7003	0.3800	0.1613	0.0729	0.1100
Corprt2	0.7002	0.2420	0.1892	0.5040	0.2339
Develop2	0.6828	0.4499	0.1193	0.0993	0.3687
Reward1	0.5887	0.2318	0.3184	0.2693	0.2937
Support1	0.6537	0.2212	0.3209	0.4212	0.1663
Affinit1	0.4024	0.6909	0.4135	0.1200	0.2591
Affinit2	0.5231	0.6818	0.3515	0.0763	0.2097
Affinit3	0.5008	0.6792	0.3397	0.1362	0.2571
IntCons1	0.3138	0.2439	0.6248	0.0797	0.4782
IntCons2	0.3538	0.1550	0.6328	0.0300	0.3006
Explained Variance	9.3994	2.6130	1.9925	1.6523	1.2807
Proportion Variance Explained by Factors	44.8%	12.4%	9.5%	7.9%	6.1%
Cumulative Proportional Variance Explained	44.8%	57.2%	66.7%	74.6%	80.7%

A three-factor solution still explains 66.7% of the total variance, which is acceptable. This solution is represented in Table 3.4 below:

Table 3.4: Three-factor solution

Attributes	Factor1	Factor2	Factor3
Support4	0.8314	0.1651	0.2250
Support3	0.7992	0.0638	0.2791
Support2	0.7950	0.0549	0.1696
Autonom3	0.7672	0.0598	0.2584
Autonom2	0.7617	0.0647	0.3170
Support1	0.7281	0.2217	0.0008
Corprt3	0.7175	0.3566	0.0899
Corprt2	0.6896	0.3156	0.0973
Autonom1	0.6639	0.0972	0.2730
Corprt1	0.6605	0.4426	0.1370
Affinit1	0.1188	0.8879	0.0884
Affinit2	0.2522	0.8862	0.1144
Affinit3	0.2410	0.8718	0.0967
Develop4	0.4590	0.0420	0.7672
IntCons1	0.1248	0.1900	0.7048
IntCons2	0.0925	0.2790	0.6806
Develop3	0.4965	0.1199	0.6787
Develop2	0.4592	0.1139	0.6775
Develop1	0.4524	0.0308	0.6747
Reward1	0.2777	0.1341	0.6376
Reward2	0.4489	0.1987	0.5577
Explained Variance	6.8395	3.0586	4.1067
Proportion Variance Explained by Factors	32.6%	14.6%	19.6%
Cumulative Proportional Variance Explained	32.6%	47.1%	66.7%

The solution is quite elegant, grouping 'Supervisory Support', 'Autonomy' and 'Corporate Image' together, 'Employee Development', 'Reward Fairness' and 'Internal Consistency' together and 'Affinity' on its own.

To assess the reliability of these dimensions, an item-analysis (as in Table 3.2) was done on each of these dimensions. The lowest Cronbach alpha achieved was on factor 2 (88.2%), which may be greatly influenced by the number of statements. The average inter-item correlation for this factor is 0.856. Table 3.5 showing the statistics for each factor is given below.

All the analyses done in terms of reliability and validity, suggests the data set complies with international standards and will deliver accurate results.

Table 3.5: Statistics on factors

	Items	Cronbach alpha	Average inter-item correlation	Number of possible internally inconsistent items
Factor 1	10	93.1%	0.626	0
Factor 2	3	94.6%	0.856	0
Factor 3	8	88.2%	0.515	2

3.2.2 Regression

In this study, regression will not be used in the traditional sense (for example, to have a descriptive or predictive framework for job satisfaction). The structural equation model will be used for this purpose.

The multiple linear regression (MLR) analysis will be used to identify 'key drivers'. This is done by taking the beta (b) value and calculating its size in terms of the other items in the analysis. As the beta value gives an indication of the amount of influence a change in that variable will have on the predicted variable value (in this case, job satisfaction and employee commitment), it gives an importance ranking for the variables. The p-value is used to determine if these beta values are statistically accurate (and is considered in the analysis), although it is only used as a strategic tool, rather than a predictive tool.

Below are three regression analyses of the data. From the R^2 's it is evident that none of these are good descriptive models for 'Job Satisfaction' (all the more reason to use the structural equation model for this purpose).

Also, because very little strategic value can be gained from the beta-value of the intercept, it was excluded it from the analysis of the key drivers.

The four regression analyses below were done on the following basis:

- Dependent Variable: 'Job Satisfaction' average
- Independent Variables: Attribute group averages
- Dependent Variable: 'Job Satisfaction' average
- Independent Variables: Individual attributes (as in table 3.1)
- Dependent Variable: JobSat1
- Independent Variables: Attribute group averages
- Dependent Variable: JobSat1
- Independent Variables: Individual attributes (as in table 3.1)

Table 3.6: Regression analysis – Attribute group averages vs job satisfaction average

Varname	b*	Std.Err.	b	Std.Err.	t(93)	p-value	Abs(b)	Weights
Intercept			26.711	6.841	3.905	0.000		
IntCostAve	0.360	0.080	0.221	0.049	4.492	0.000	0.221	31.1%
DevelopAve	0.247	0.099	0.144	0.058	2.487	0.015	0.144	20.2%
CorprtAve	0.122	0.093	0.119	0.091	1.307	0.194	0.119	16.7%
RewardAve	0.118	0.099	0.067	0.057	1.183	0.240	0.067	9.4%
SupportAve	0.103	0.099	0.076	0.072	1.046	0.298	0.076	10.6%
AutonomAve	0.076	0.112	0.057	0.083	0.682	0.497	0.057	8.0%
AffinitAve	0.037	0.076	0.028	0.057	0.486	0.628	0.028	3.9%

Regression Summary for Dependent Variable (Table 3.6):

R= .75864823 **R²= .57554714** Adjusted R²= .54325181

F(7,92)=17.821 p<.00000 Std.Error of estimate: 9.3211

Table 3.7: Regression analysis – Individual attributes vs job satisfaction average

Varname	b*	Std.Err.	b	Std.Err.	t(93)	p-value	Abs(b)	Weights
Intercept			31.798	7.920	4.015	0.000		
IntCons2	0.202	0.096	0.106	0.050	2.106	0.038	0.106	5.0%
Develop1	0.204	0.125	0.108	0.066	1.635	0.106	0.108	5.1%
Corprt2	0.330	0.203	0.327	0.201	1.625	0.108	0.327	15.4%
Corprt3	-0.387	0.250	-0.365	0.236	-1.546	0.126	0.365	17.2%
IntCons1	0.155	0.100	0.089	0.057	1.545	0.126	0.089	4.2%
Affinit2	0.293	0.198	0.207	0.140	1.474	0.144	0.207	9.8%
Reward2	0.159	0.114	0.079	0.057	1.394	0.167	0.079	3.8%
Develop4	0.224	0.210	0.114	0.107	1.067	0.289	0.114	5.4%
Autonom3	0.129	0.131	0.085	0.086	0.985	0.328	0.085	4.0%
Support1	-0.121	0.123	-0.079	0.081	-0.982	0.329	0.079	3.7%
Affinit3	-0.186	0.195	-0.131	0.137	-0.955	0.342	0.131	6.2%
Develop2	-0.121	0.150	-0.069	0.085	-0.808	0.421	0.069	3.2%
Corprt1	0.106	0.203	0.095	0.183	0.521	0.604	0.095	4.5%
Reward1	-0.044	0.109	-0.023	0.058	-0.405	0.687	0.023	1.1%
Autonom2	0.061	0.163	0.043	0.115	0.373	0.710	0.043	2.0%
Support3	0.072	0.217	0.048	0.145	0.331	0.741	0.048	2.3%
Develop3	-0.063	0.206	-0.032	0.105	-0.308	0.759	0.032	1.5%
Support2	0.059	0.194	0.040	0.133	0.303	0.763	0.040	1.9%
Support4	0.062	0.223	0.044	0.159	0.277	0.783	0.044	2.1%
Affinit1	-0.032	0.155	-0.023	0.111	-0.206	0.837	0.023	1.1%
Autonom1	-0.014	0.129	-0.009	0.084	-0.111	0.912	0.009	0.4%

Regression Summary for Dependent Variable: JobSatAve (Table 3.7):

R= .79311403 **R²= .62902987** Adjusted R²= .52915329

F(21,78)=6.2981 p<.00000 Std.Error of estimate: 9.4638

Table 3.8: Regression analysis – Attribute group averages vs JobSat1

Varname	b*	Std.Err.	b	Std.Err.	t(93)	p-value	Abs(b)	Weights
Intercept			29.601	9.067	3.265	0.002		
IntCostAve	0.384	0.091	0.277	0.065	4.235	0.000	0.277	34.4%
RewardAve	0.226	0.112	0.151	0.075	2.008	0.048	0.151	18.8%
AutonomAve	0.231	0.126	0.202	0.110	1.830	0.070	0.202	25.2%
AffinitAve	0.090	0.086	0.079	0.076	1.046	0.298	0.079	9.9%
CorprtAve	0.048	0.106	0.055	0.121	0.453	0.652	0.055	6.8%
SupportAve	-0.031	0.112	-0.027	0.096	-0.281	0.779	0.027	3.4%
DevelopAve	-0.017	0.112	-0.012	0.077	-0.154	0.878	0.012	1.5%

Regression Summary for Dependent Variable: JobSat1 (Table 3.8):

R= .67668501 **R²= .45790261** Adjusted R²= .41665607

F(7,92)=11.102 p<.00000 Std.Error of estimate: 12.355

Table 3.9 follows on next page

Table 3.9: Regression analysis – Individual attributes vs JobSat1

Varname	b*	Std.Err.	b	Std.Err.	t(93)	p-value	Abs(b)	Weights
Intercept			31.558	10.575	2.984	0.004		
Reward2	0.394	0.130	0.231	0.076	3.034	0.003	0.231	9.6%
IntCons1	0.270	0.114	0.182	0.077	2.370	0.020	0.182	7.5%
IntCons2	0.222	0.109	0.136	0.067	2.034	0.045	0.136	5.6%
Reward1	-0.162	0.124	-0.101	0.077	-1.309	0.194	0.101	4.2%
Corprt3	-0.324	0.285	-0.358	0.315	-1.136	0.259	0.358	14.8%
Corprt2	0.250	0.231	0.291	0.268	1.084	0.282	0.291	12.0%
Affinit3	-0.201	0.222	-0.166	0.183	-0.905	0.368	0.166	6.9%
Develop4	-0.205	0.239	-0.123	0.143	-0.860	0.392	0.123	5.1%
Autonom 2	0.147	0.185	0.122	0.154	0.795	0.429	0.122	5.1%
Affinit1	0.134	0.176	0.114	0.149	0.764	0.447	0.114	4.7%
Affinit2	0.173	0.226	0.143	0.187	0.764	0.447	0.143	5.9%
Autonom 3	0.112	0.149	0.086	0.115	0.749	0.456	0.086	3.6%
Support1	-0.082	0.140	-0.063	0.108	-0.585	0.560	0.063	2.6%
Develop1	0.072	0.142	0.045	0.088	0.505	0.615	0.045	1.8%
Develop3	0.094	0.235	0.056	0.140	0.401	0.690	0.056	2.3%
Support4	0.075	0.254	0.063	0.213	0.296	0.768	0.063	2.6%
Corprt1	0.041	0.231	0.044	0.245	0.179	0.858	0.044	1.8%
Support3	0.043	0.247	0.033	0.193	0.172	0.864	0.033	1.4%
Develop2	-0.028	0.171	-0.018	0.114	-0.161	0.872	0.018	0.8%
Autonom 1	0.022	0.147	0.017	0.113	0.150	0.881	0.017	0.7%
Support2	-0.030	0.221	-0.024	0.177	-0.137	0.891	0.024	1.0%

Regression Summary for Dependent Variable: JobSat1 (Table 3.9):

R= .72057841 **R²= .51923324** Adjusted R²= .38979604

F(21,78)=4.0115 p<.00000 Std.Error of estimate: 12.636

3.2.3 ANOVA

Some ANOVA analysis have also been done. From Table 3.10, it is evident that there might not be any significant main effects present when considering 'Gender', 'Age', 'Years of Employment' and 'Department'.

Table 3.10: ANOVA analysis on four categorical variables

ANOVA	Test	Value	F	Effect	Error	p
Intercept	Wilks	0.027	234.2	11.0	72.0	0.000
Gender	Wilks	0.943	0.393	11.0	72.0	0.955
Age	Wilks	0.626	0.822	44.0	277.4	0.781
Years of Employment	Wilks	0.508	0.799	66.0	390.7	0.868
Department	Wilks	0.513	0.786	66.0	390.7	0.884

The univariate results, however, revealed that there might be some statistical differences in some categories. Table 3.11 describes these differences.

Table 3.11: Univariate results on 4 categorical variables

One-way ANOVA	Degree of freedom	SupportAve p-value	RewardAve p-value	AutonomAve p-value
Intercept	1	0.000000	0.000000	0.000000
Gender	1	0.638647	0.240788	1.000000
Age	4	0.563558	0.565079	0.645733
Years of Employment	6	0.011317	0.038220	0.094352
Department	6	0.069205	0.530866	0.238679
Error	82			
Total	99			

To check this, one-way ANOVAs were performed on the following list:

- Years of Employment and SupportAve
- Years of Employment and RewardAve
- Years of Employment and AutonomAve
- Department and SupportAve

The ANOVA on 'Years of Employment' and 'AutonomAve' as well as the ANOVA on 'Department' and 'SupportAve' revealed the following in Table 3.12:

Table 3.12: One-way ANOVA – "Years of Employment" and "AutonomAve"

Test for effects	SS	Degree of	MS	F	P
Intercept	224647	1.000	224647.238	685.913	0.000
Years of employment	3303	6.000	550.516	1.681	0.134
Error	30459	93.000	327.516		

Therefore, we conclude, there is no significant difference in mean scores for the levels of 'Years of Employment'.

Table 3.13: One-way ANOVA – "Department" and "SupportAve"

Test for effects	SS	Degree of	MS	F	P
Intercept	543943	1.000	543943.258	1578.413	0.000
Department	3030	6.000	504.929	1.465	0.199
Error	32049	93.000	344.614		

As from Table 3.13, one can conclude there is no significant difference in mean scores for the levels of 'Department'.

The ANOVA analysis on Years of Employment and SupportAve revealed a significant difference in mean scores as one can see from Table 3.14:

Table 3.14: One-way ANOVA – "Years of Employment" and "SupportAve"

Test for effects	SS	Degree of	MS	F	P
Intercept	233642	1.000	233641.889	733.571	0.000
Department	5458	6.000	909.711	2.856	0.013
Error	29620	93.000	318.499		

To see which of the levels there seems to be a significant difference, some post-hoc tests were done. In this case, the test from Fisher (LSD) and Bonferroni were done (see Table 3.15 and 3.16).

Table 3.15: Fisher's Post-hoc test – "Years of Employment" and "SupportAve"

Fisher Post-hoc Test	Years of Employment	{1} - 80.278	{2} - 85.500	{3} - 97.857	{4} - 88.958	{5} - 94.107	{6} - 76.833	{7} - 55.000
1	5 to 10 years		0.436	0.023	0.273	0.073	0.648	0.182
2	2 to 5 years	0.436		0.031	0.564	0.131	0.119	0.095
3	1 to 2 years	0.023	0.031		0.208	0.580	0.002	0.023
4	10 to 15 years	0.273	0.564	0.208		0.465	0.083	0.071
5	Less than 1 year	0.073	0.131	0.580	0.465		0.011	0.037
6	15 years and more	0.648	0.119	0.002	0.083	0.011		0.239
7	Not Specified	0.182	0.095	0.023	0.071	0.037	0.239	

Table 3.16: Bonferroni's Post-hoc test – "Years of Employment" and "SupportAve"

Bonferoni Post-hoc Test	Years of Employment	{1} - 80.278	{2} - 85.500	{3} - 97.857	{4} - 88.958	{5} - 94.107	{6} - 76.833	{7} - 55.000
1	5 to 10 years		1.000	0.491	1.000	1.000	1.000	1.000
2	2 to 5 years	1.000		0.652	1.000	1.000	1.000	1.000
3	1 to 2 years	0.491	0.652		1.000	1.000	0.043	0.473
4	10 to 15 years	1.000	1.000	1.000		1.000	1.000	1.000
5	Less than 1 year	1.000	1.000	1.000	1.000		0.225	0.776
6	15 years and more	1.000	1.000	0.043	1.000	0.225		1.000
7	Not Specified	1.000	1.000	0.473	1.000	0.776	1.000	

The Bonferroni Post-hoc test (Table 3.16) is more conservative than the Fisher's test (Table 3.15), and therefore shows less significant differences. It would be up to the analyst to decide which test to use. Another post-hoc test, Scheffé's test, is even more conservative and does not show any significant differences.

From these tables, however, one can deduce that there is a significant difference between the mean scores of staff being with the company for 15 years and more and staff being with the company for 1 to 2 years. Staff with longer tenures experiences the average 'Supervisory Support' much less positive than staff with short tenures.

The ANOVA analysis on Years of Employment and RewardAve revealed, in Table 3.17, a significant difference in mean scores as well, although only at a confidence level of 90%:

Table 3.17: One-way ANOVA – "Years of Employment" and "RewardAve"

Test for Effects	SS	Degree of	MS	F	p
Intercept	162102	1.000	162101.549	296.500	0.000
Years of Employment	6788	6.000	1131.338	2.069	0.064
Error	50845	93.000	546.717		

The Fisher and Bonferroni tests in Table 3.18 and 3.19 reveal the following:

Table 3.18 follows on next page

Table 3.18: Fisher's Post-hoc test – "Years of Employment" and "RewardAve"

Fisher Post-hoc Test	Years of Employment	{1} - 62.222	{2} - 71.571	{3} - 78.929	{4} - 74.167	{5} - 80.000	{6} - 55.000	{7} - 60.000
1	5 to 10 years		0.287	0.098	0.250	0.078	0.466	0.928
2	2 to 5 years	0.287		0.322	0.741	0.257	0.024	0.627
3	1 to 2 years	0.098	0.322		0.606	0.904	0.007	0.436
4	10 to 15 years	0.250	0.741	0.606		0.528	0.037	0.562
5	Less than 1 year	0.078	0.257	0.904	0.528		0.005	0.411
6	15 years and more	0.466	0.024	0.007	0.037	0.005		0.836
7	Not Specified	0.928	0.627	0.436	0.562	0.411	0.836	

Table 3.19: Bonferroni's Post-hoc test – "Years of Employment" and "RewardAve"

Bonferroni Post-hoc Test	Years of Employment	{1} - 62.222	{2} - 71.571	{3} - 78.929	{4} - 74.167	{5} - 80.000	{6} - 55.000	{7} - 60.000
1	5 to 10 years		1.000	1.000	1.000	1.000	1.000	1.000
2	2 to 5 years	1.000		1.000	1.000	1.000	0.502	1.000
3	1 to 2 years	1.000	1.000		1.000	1.000	0.149	1.000
4	10 to 15 years	1.000	1.000	1.000		1.000	0.776	1.000
5	Less than 1 year	1.000	1.000	1.000	1.000		0.104	1.000
6	15 years and more	1.000	0.502	0.149	0.776	0.104		1.000
7	Not Specified	1.000	1.000	1.000	1.000	1.000	1.000	

Here, the more conservative Bonferroni test does not show any significant differences, but from Fisher's test the conclusion is that older tenure staff experiences the fairness of the rewards process less positive (according to expectation) than the shorter tenure staff.

3.3 SUMMARY

The chapter outlined the statistical data analysis of the research. It explained what tests were done in order to clarify the reliability and validity of the study. Chapter four will discuss the results of the research.

CHAPTER FOUR

RESULTS AND DISCUSSION

“Once you replace negative thoughts with positive ones, you'll start having positive results.”

-Willie Nelson

4.1 INTRODUCTION

In the words of Covey (1989:58): “You can buy an employee’s hand, but you cannot buy his heart. His heart is where his enthusiasm, his loyalty is. You can buy his back, but you cannot buy his brain. That’s where his creativity is, his ingenuity, his resourcefulness”.

The above quotation implies that the loyalty or commitment of an employee to his organisation is a function of the psychological state of mind of the employee. Since the organisation has no means of x-raying what is in the heart or brain of the employee, it must therefore rely on the input of empirical researches in order to ascertain the nexus between certain variables and employee commitment. The findings from such empirical researches (Tongo, 2006:60) should enable managers of organisations to explain, predict and possibly change the commitment levels of employees towards a more positive direction.

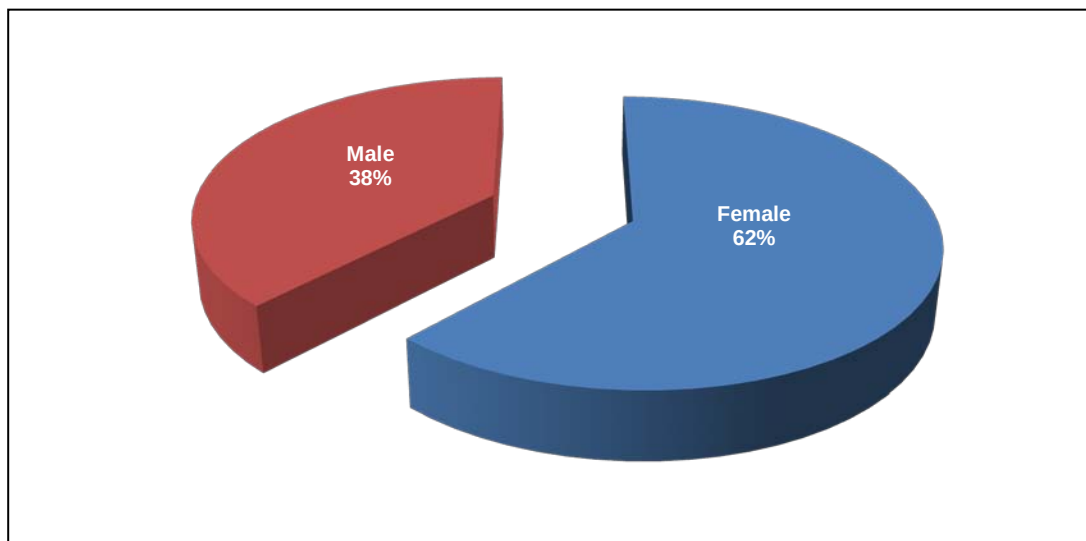
The aim of this chapter is to report the results of the empirical study of employee commitment and to form a synthesis between the literature study and practice.

4.2 SURVEY RESULTS

Following are the results of the empirical study. Tables of the data are also available from Appendix 3.

4.2.1 Gender

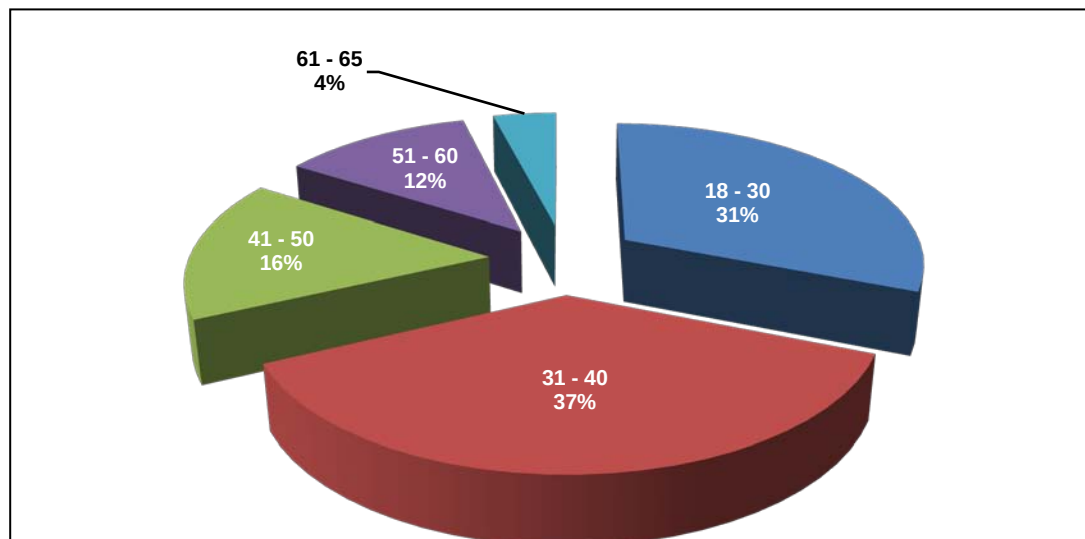
Figure 4.1: Scores by gender



According to Figure 4.1, 62% female and 38% male respondents completed the survey. It is indicated that male respondents are almost 2 index points (Appendix 3, Table 1) more satisfied than female respondents, and females are 1 index point more committed than males. Also interesting is that there are more females employed than males, and that employee development are almost 8 index points higher for males than females.

4.2.2 Age

Figure 4.2: Scores by age



Meyer *et al.* (1993:538), Buchanan (1974:534), and Hall (1977:345) have found a positive relationship between an employee's age, the time with the organisation and one's level of commitment. Studies have also found that employee traits such as leadership and communication styles have an effect on employee commitment (Decottis & Summers, 1989:445).

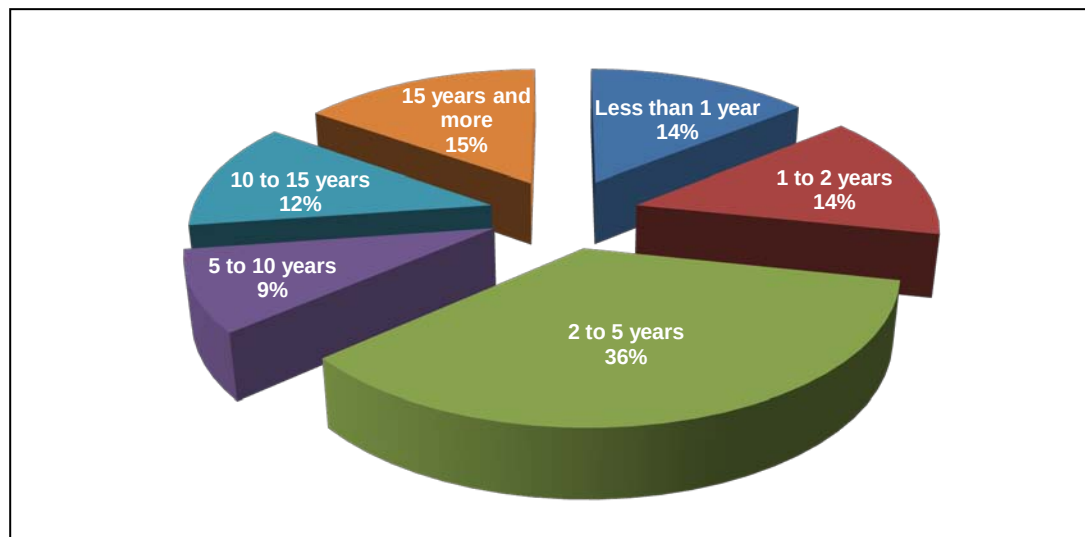
The company has a fairly young workforce. With the majority of respondents being between the ages of 31 to 40 (37%). 31% between 18 to 30, 16% between 41 to 50, 12% between 51 to 60 and only 4% between 61 to 65. None of the respondents were older than 65 years.

The younger generations (18 to 30 years of age) are, on average, 4.5 index points more satisfied and committed than the older generations (41 to 60 years of age) (Appendix 3, Table 2). The younger crowd definitely shows more employee commitment than the older staff members. While the age group '18 to 30' shows an average employee commitment of 87 index points, the age group '51 to 65' averages on 75.8. The younger crowd would be extremely willing to put in the extra effort to aid the company (97.1), and it would take a lot of change in their present circumstances to make them leave

the establishment (69.4). Overall employees are least satisfied with opportunities for advancement, although they are most satisfied with their managers.

4.2.3 Years of employment

Figure 4.3: Scores by years of employment



Employees working for the company less than 2 years are, on average, more satisfied (84.8) than those working more than 15 years for the company (70.3) (Appendix 3, Table 3). According to Table 4.3, 35% of respondents worked at the company between 2 to 5 years, 15% for 15 years and more, 14% between 1 to 2 years, 14% for less than a year, 12% between 10 to 15 years and 9% between 5 to 9 years. One can make the assumption that employee commitment is relatively high, because of the high percentage (15%) of employees that have been with the company for more than 15 years. In most categories the score comes down as the number of years in service increases.

4.2.4 Departments

Figure 4.4: Demographics by department

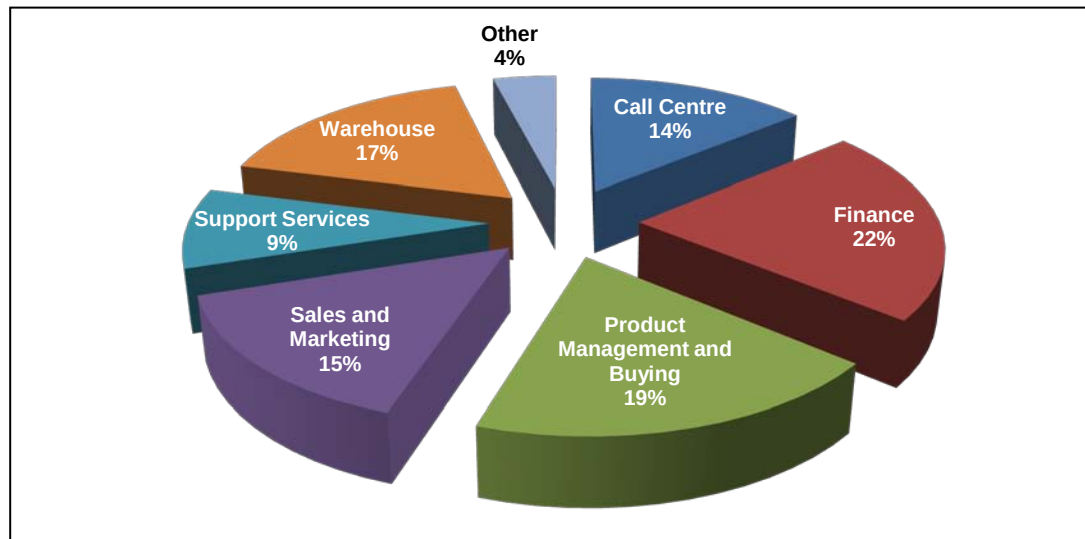
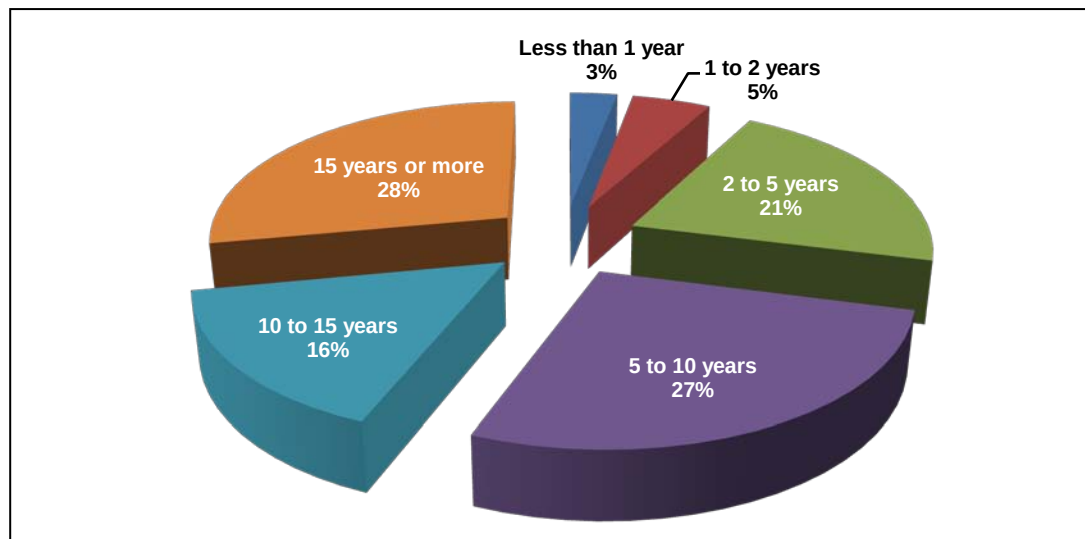


Figure 4.4 indicates the different demographics by department that took part in the survey: 14% call centre, 22% finance, 19% product management, 15% sales and marketing, 9% support services, 17% warehouse and 4% from other departments.

Call centre and finance staff (85.7) are much more satisfied than product management, buying, sales and marketing staff (77.8) (Appendix 3, Table 4). These are also the departments that feel they receive enough information. Most of the call centre and finance staff have work for the company between 2 to 5 years, employees working for the company less than 5 years are, on average, more satisfied than those who have been working more than 15 years for the company.

4.2.5 Years of employment

Figure 4.5: Years of employment



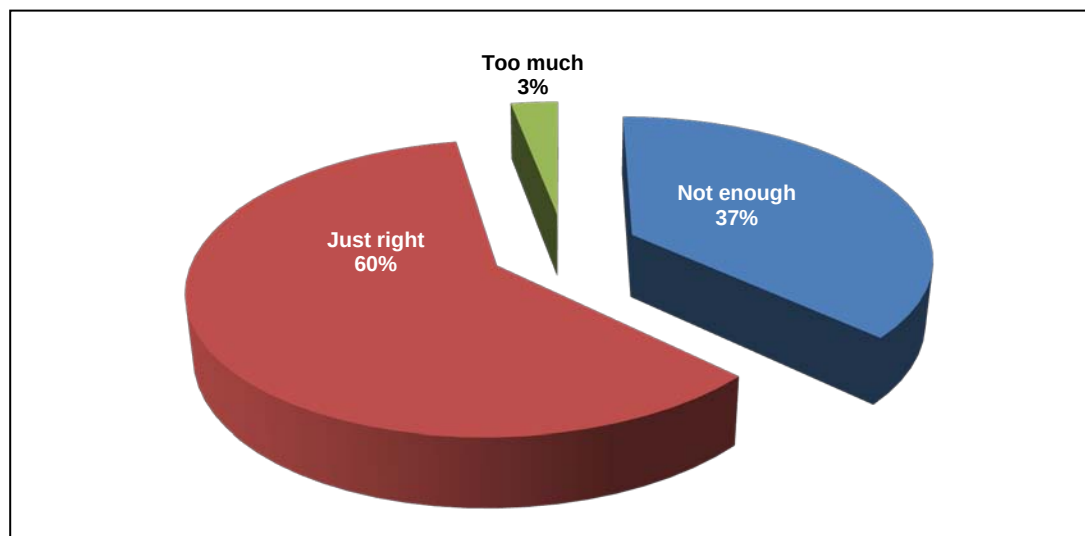
Retention of employees appear to be one of the most studied outcomes of organisational commitment. This is due to the numerous studies which have found a correlation between turnover and commitment (Porter *et al.*, 1974:604; Meyer & Allen, 1997:28). Porter *et al.* (1974:604) found that employees with lower levels of commitment were more likely to leave than their counterparts. Meyer and Allen (1997:28) argue that the different components of commitment relate to different types of outcomes; therefore, continuance commitment may or may not relate to employee performance.

In regards to employee performance, the research is mixed on finding relationships between employee performance and their levels of commitment. Meyer *et al.* (1993:538) and Baugh and Roberts (1994:109) both find that committed employees had high expectations of their performance and therefore performed better. Research has also found that those employees who are committed to their profession also have higher levels of commitment to the organisation. Baugh and Roberts (1994:109) found that those employees who were committed to both their organisation and their profession had high levels of job performance.

In Appendix 3, Table 5, the staff expressing long future tenure periods (5 years and more) are more satisfied and committed than those that express intentions of leaving the company in the next two years by almost 15 index points. The employees expressing interest to leave the establishment are concentrated in 'Finance' and 'Sales and marketing', although those in Finance still have a high level of job satisfaction. In Figure 4.5, the biggest portion of staff expressing an interest to extend their tenure period by at least five years (38%) have been working for the company between 2 to 5 years.

4.2.6 Information frequency

Figure 4.6: Scores by information frequency



Results of studies (Postmes, 2008:71) show that horizontal communications (informal, with proximate colleagues, of socio-emotional content) are less strongly related to levels of commitment at both organisational and unit level, than are vertical communications (strategic information and communication with management). In addition, it was shown that vertical communication from senior management predicts organisational commitment best, whereas commitment with the unit is predicted better by vertical communication at that level.

The response on the communication of information in the company was very positive. Staff receiving the right amount of information is 12 index points more satisfied than those that receive too little (Appendix 3, Table 6). According to Figure 4.6, those receiving too little information/communication are mostly in 'Product management and buying', 'Sales and marketing' and 'Finance'. Of the first department, more than 50% feel that they receive too little information. Employees working between 2 to 5 years feel that they receive just the right amount of information. 80% of those that have been working for the company for more than 15 years feel that they do not receive enough information. Not feeling valued by the establishment might be the reason why this group's job satisfaction level is 10 index points below the average. 'Reward fairness', 'Employee development' and 'Internal consistency' are their biggest grievances.

4.2.7 Job satisfaction and employee commitment

Figure 4.7 relates all the sub-elements and predicts *overall job satisfaction and employee commitment*.

Figure 4.7 follows on next page

Figure 4.7: Elements of job satisfaction



(Source: Hsu & Wang, 2008:355)

All elements were measured at the individual level. The instruments used to operationalise the elements were adopted from past research (Hsu & Wang, 2008:358). In designing the questionnaire, a 10-point Likert scale (disagree very strongly to agree very strongly) was used.

- **Key elements for job satisfaction**
- **Supervisory support** was measured by a four-item scale based on Currivan (1999:495) and Lee (2004:323). 86.8% of respondents felt that supervisory support is important for job satisfaction.
- **Reward fairness** was assessed by a two-item scale used by Matzler *et al.* (2004:1179). 70.7% of respondents felt that they were compensated fairly for the work they do and were happy with the performance reviews.
- **Internal consistency** was assessed by the two-item scale, including compensation package (pay, bonus, incentives and profit sharing) and additional benefits (insurance and welfare activities). 64.4% of respondents were happy with their remuneration. Florkowski and Schuster

(1992:507), found a positive relationship between profit sharing and job satisfaction and commitment. Meyer and Allen (1991:65) recognize that in order for there to be continuance commitment between the employee and organisation, the employee must be able to identify alternatives, namely time, money, or effort.

- **Autonomy** was assessed by a three-item scale based on Currivan (1999:524) and Spreitzer (1995:1443). 84% of respondents felt that they benefit from autonomy.
- **Corporate image** was measured using a three-item scale. The items were “I am proud to work for the company”, “I recognise the value of the company” and “I feel very loyal to this company”. 93.3% of respondents value the corporate image of the company.
- **Affinity** was assessed by using a three-item scale based on Currivan (1999:323) and Lee (2004:334). 83.5% of respondents felt that they could rely on other co-workers for assistance.
- **Employee development** was measured by a four-item scale. 74% of respondents were happy with current opportunities given by the company.
- **Job satisfaction**

In Figure 4.7, job satisfaction is defined and measured as overall job satisfaction, not as satisfaction with various facets of the job. Fornell *et al.*, (1996:8) question on customer satisfaction was adopted and rewarded to fit the employee satisfaction context. Most of the respondents’ response was that they experience job satisfaction (80.7%).

- **Employee commitment**

Employee commitment was measured by a seven-item scale. 83% of respondents felt committed to the company.

Organisations that are able to create commitment among their employees realise that commitment is ultimately personal. This is the hard part of commitment that has profound implications for corporate conduct. It requires consistency in action at the same time as recognising the need for flexibility

and requires making decisions about what employees are prepared and not prepared to do. It requires the patient and concerted attention of the whole organisation.

- **Task and contextual performance**

Task and contextual performance were both assessed by a three-item scale based on Teigland and Wasko (2003:261), respectively. Task performance scored 84.2%, while contextual performance scored 91.4%. One can make the assumption that people need more confidence/skills to optimise task performance, while contextual performance scored very high.

4.3 STRATEGIC MANAGEMENT FRAMEWORK

Organisations must consistently monitor the pulse of their workforce on those variables that have the most impact on driving employee satisfaction and commitment. The biggest obstacle for organisations to do so is the intangible nature of these variables. To address this issue, a strategic management framework (Figure 4.8) was built to examine the relative importance of each factor (Hsu & Wang, 2008:355). Managers then can prioritise areas for improvement based on the result presented in the strategic management framework.

To build a strategic management framework, one needs to determine how much each factor contributes to the employee satisfaction level and the performance level of each factor. The strategic management framework consists of four quadrants: 'do better', 'keep up', 'education' and 'no change' areas (see Figure 4.8). The size of the quadrants is determined strategically by managers based on the organisation's strategy and resources. For example, if a organisation has only limited resources and wants to identify the most critical items for improvement, it can shrink the size of the 'do better' area by setting a high threshold value for the estimated weights and setting a low threshold value for the scores (Hsu & Wang, 2008:355).

The quality attributes in the '**do better**' quadrant (example: extrinsic rewards and employee development) need the most attention from managers. These quality attributes are very important when organisations achieve low performance. Improvement in this quadrant would have the highest positive impact.

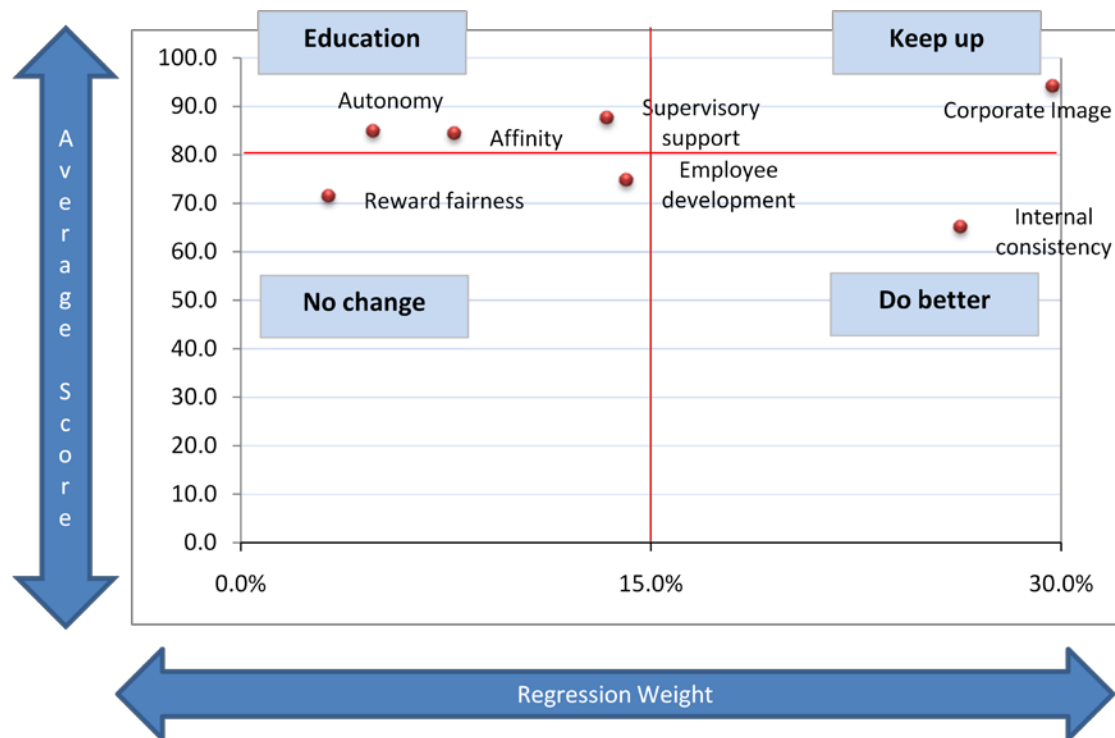
The quality attributes in the '**keep up**' quadrant (example: supervisory support) should be well maintained. These quality attributes are important for achieving high performance. Lessening the effort on this quadrant would have a significant negative impact.

In addition, organisations should try to educate their employees on the factors in the 'education' quadrant (example: autonomy and affiliation). Although organisations can perform well in this quadrant, these quality attributes are not critically important. Through active and persuasive education on the importance of these factors, organisations can turn these quality attributes into competitive advantages.

Finally, the factors in the '**no change**' quadrant (example: corporate image and fairness) should receive the least attention from managers. Improving the factors in this quadrant has the least positive effect.

4.2.8 Strategic management framework

Figure 4.8: Strategic management framework



(Source: Hsu & Wang, 2008:363)

From the strategic framework we gather that on a company level, the following is important:

The **corporate image** is very important for the staff, and according to the scores, also a very strong one. Although 'Autonomy', 'Affinity' and '**Supervisory support**' are all very high scoring constructs, it does not influence their overall job satisfaction as much. Some information on the importance of these might influence this view in a positive manner, which will invariably increase staff satisfaction and commitment.

Internal consistency will always be something that not everyone is satisfied with, but one should take care as this influences overall job satisfaction a great deal. To illustrate this, those employees suggesting that they will continue to work for the company five years or more rate 'Internal consistency'

15 index points higher than those expressing interest to leave in the next two years. Their commitment to the company is also 15 index points higher. Luckily, 67% of those that would continue working for the company for years to come are younger than 40 years of age, the new generation.

4.4 SUMMARY

From a managerial perspective, it is crucial to know what factors influence employee commitment. This is not an easy task because human nature is very complex. Worse, failure to do this would increase employee frustration and result in poorer performance. From Figure 4.8, one can see what is the weighting of the response from the survey for the different elements that influence job satisfaction, as well as employee commitment. From that feedback one can make recommendations on how to improve employee commitment at the company.

The people that have worked for the company for less than five years are more satisfied than the ones that have worked for longer than fifteen years. One can make the assumption that they are still relatively new in their positions and see their job as a challenge, therefore, the high job satisfaction. The people that have worked for longer than fifteen years are still committed, but do not get the same job satisfaction than the people that have worked for less than five years.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

Education is the movement from darkness to light.

-Allan Bloom

5.1 INTRODUCTION

'People are the most important asset of any organisation' (Meyer & Herscovitch, 2001:299), is a highly over-used and under believed statement. An inordinate amount of time and energy is spent focusing on customer experience, without giving thought to employee satisfaction and commitment. Yet employee satisfaction and commitment is paramount because it will determine the success or failure of what the customer experiences (Comm & Dennis, 2000:44). Satisfied employees are also more motivated and committed and harder working than dissatisfied ones. Collectively, these individuals achieve higher levels of job performance, which in turn increases organisational productivity and profitability. In return, these productivity and profitability gains will allow the organisation to provide more rewards to its employees. That is, treating employees as a valuable asset for organisations provides a win-win foundation for both employees and organisations. Therefore, the first priority for an organisation's knowledge management should be to manage the employee satisfaction level in order to increase employee commitment.

5.2 CONCLUSION FROM FINDINGS

This chapter outlines the findings of this study and their relationship to the relevant theory. Based on the results obtained from the study, a discussion of the theoretical and practical implications is presented. Recommendations to the management of the selected company, with regards to improving employee commitment are also presented.

5.2.1 Findings from literature study

The effective functioning of an organisation highly depends on the commitment of its employees. In fact, the commitment of employees may be a key factor that determines the success of a company in the modern world since, in the situation of the growing competition and the constant implementation of new technologies, a company needs to have well-qualified and reliable personnel to maintain its position in the market (Anderson *et al.*, (1994:55). At the same time, the effectiveness and productivity of work of employees still remain the major factors that can contribute to the progress of the company. On the other hand, nowadays it is obvious that financial stimuli solely can hardly motivate employees to work more effectively and productively. In such a situation, employees' commitment turns to be of a paramount importance since it is due to the high commitment of employees they can perform positive results of their work, increase its effectiveness and productivity, while low commitment leads, as a rule, to poor results of the functioning of the entire organisation.

Speaking about the effects of employee commitment on the functioning of organisation and organisational outcomes, it is necessary to underline that the latter is directly dependent on the level of employee commitment. In other words, the more employees are committed the better is the performance of the entire organisation and, on the contrary, low employee commitment leads to the poor performance of the organisation.

Basically, employee commitment is really of a paramount importance since, as it has been already mentioned above, it contributes consistently to the motivational sphere of employees. This means that employee commitment brings in additional motivation and stimuli to his/her work. A committed employee apparently is eager to work and, what is even more important, the work becomes really meaningful for such an employee. Some specialists point out that it is not financial rewards that drive people at work, but, instead, it is "purpose that drives people at work" (Vergne, 2007:1). In such a way, employee commitment influences consistently the effectiveness of their work

since if employees are committed they will be more motivated and eager to work.

At the same time, employee commitment is a very important psychological factor since it ameliorates the atmosphere within the company making all people work together and work enthusiastically in order to achieve the common goal of the entire organisation. It is possible to speak about commitment as the uniting factor that increases the effectiveness of work of employees and, therefore, leads to positive organisational outcomes not only through higher motivation of employees but also through creation of a positive atmosphere within the organisation and uniting of committed employees in their work for the improvement of the functioning of the organisation.

Low commitment of employees may lead to negative results and undermine the normal functioning of an organisation or, at any rate, decrease the effectiveness of work of employees considerably. The low employee commitment has a number of disadvantages which deteriorate the work of each employee and the entire organisation. Low commitment leads to the low level of interest of employees in their work. Consequently, if employees are not sufficiently interested in their work they will naturally work worse than they can. Low commitment decreases the effectiveness and productivity of work for employees are not really interested in their work and its outcomes. In such a situation, they can hardly be interested in positive performance of the organisation they work at.

As for the advantages of having committed employees they are actually contrary to the disadvantages of low commitment. It should be said that a high level of employee commitment means that employees are really enthusiastic about their job and, therefore, their performance will be better, as well as the effectiveness and productivity of their work higher. It is necessary to remember about the fact that employee commitment also evokes a profound interest of an employee to his/her work. This means that he/she enjoys the job he/she does. Consequently, the level of employees' satisfaction will be high if they are really committed to their work.

Employee commitment may be also cost saving since committed employees are highly motivated. That means that they do not need increasing financial rewards for their work, though it does not necessarily mean that employees should not receive financial rewards at all, but the expenses of the organisation at this point may decrease.

Thus, it is possible to conclude that employee commitment is a very significant factor contributing to the positive organisational outcomes. It may increase productivity, effectiveness of work and motivation of employees, while low commitment leads to the opposite outcomes. At the same time, it is necessary to maintain high levels of employee commitment in order to increase business performance.

5.2.2 Findings from empirical study

The analysis of the employee commitment questionnaire has revealed that employees have a strong emotional attachment to the company and they would prefer to continue working for this company in future. It is also apparent, from the research findings, that the employees work for the company because they want to. These commitment levels indicate a workforce that is highly committed and they will think twice before they leave.

According to Parker and Wright (2002:70, creating an environment in which employees are truly committed in their work and by their organisation is imperative today. Stronger commitment leads to increased employee retention, increased turnover, and stronger employee morale.

5.2.3 Synthesis of results

To answer the question if the lack of employee commitment is an indication of a company under-performing, I would say yes. One cannot achieve business success without employee commitment (Burton, 2001:14).

It can be concluded that the more satisfied employees are with their jobs, the more committed they are, the better is the company likely to perform in terms of profitability and particularly productivity. It is also these committed employees that are more likely to share their knowledge with co-workers.

It is also said in the literature employees who feel that they are cared for by their organisation and managers also have not only higher levels of commitment, but that they are more conscious about their responsibilities, have greater involvement in the organisation, and are more innovative.

Building a high commitment organisation is not easy, but the superior performance that results from having employees that work for the best interests of the organisation, are flexible, who are continually anticipating what needs to be done and who are continually searching for ways to improve their own and the organisation's performance, is a price well worth striving for.

5.3 RECOMMENDATIONS

The following recommendations can be made from the survey results:

- Managers should monitor the satisfaction and commitment of employees on a regular basis using standardised surveys. Employees want a voice.
- Employees feel there are too many managers and too few workers under them.
- Create a level between the buyer and the senior buyer and the product manager, namely the junior product manager. The reason is to create

promotion opportunities and ensure that one gets the right person for the product manager position.

- Human resource management practices should be reviewed across the organisation in the following areas:
 - Recruitment and selection;
 - Appraisal system;
 - Training;
 - Reward system;
 - Design of jobs; and
 - Communication.
- Managers should regularly review objectives, strategies and processes associated with people management practices in their organisations and make changes or introduce innovations accordingly.
- Managers need to receive adequate training and support to provide effective vision and direction for the organisation's "people management" strategies.
- Training between different departments that rely on one another will improve effectiveness and all employees will then understand the workloads in different workstations.
- Employees need to receive adequate training and support in their areas of expertise.
- The central element of each organisation's philosophy and mission should be a commitment to the skill development, well-being and effectiveness of all employees.
- Demonstrate to employees that the company cares about them, wants them to advance in their careers and will help them satisfy their need for personal growth.
- "Walk the talk" by not only communicating the corporate strategy but by also ensuring that it is applied consistently throughout the organisation, including making the rewards system consistent with strategic goals. Employees want feedback of what is happening in the organisation. Hold staff meetings once a month and discuss, for example, all new ventures and turnover.

- Communication can also be improved by sending out an e-mail once a week with regards to sales targets.
- Provide training opportunities to all levels of staff.

5.4 FUTURE RESEARCH PROSPECTS

Overall, there have been numerous studies of employee commitment. From the early stages of definition to now, identifying antecedents and outcomes. This topic does not lack in the amount of literature, but it does lack in the subtopics, meaning there is not enough variation. With the professionalising of the non-profit sector, it would be interesting to examine employee commitment in this sector. Non-profit employees may have different motivations and outcomes as well as commitment and this would be interesting to see what the research would find.

Furthermore, there needs to be some kind of consensus in the literature about the definition of organisational behaviour and the antecedents and outcomes by which to study it. Not every research study examining employee commitment used the same variables which often lead to contradicting or inconclusive support for previous studies. Employee commitment though should continue to be studied in all sectors, public, private, and non-profit both domestically and internationally.

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APPENDIX 1: QUESTIONNAIRE

Employee commitment as an imperative for business success

INSTRUCTIONS

This questionnaire has been developed to measure *employee commitment*. Please read each question carefully and make a cross ☒ next to the number you want to select or weight you would like allocate to the question. It should take a maximum of 20 minutes of your time. There are no right and wrong answers.

PLEASE NOTE THAT ALL INFORMATION IN THIS QUESTIONNAIRE WILL BE TREATED CONFIDENTIALLY. YOUR HONEST OPINIONS ARE IMPERATIVE FOR THIS STUDY.

SECTION A – PERSONAL INFORMATION

1.1 Gender

a.	Male	
b.	Female	

1.2 What is your age?

a.	18-30	
b.	31-40	
c.	41-50	
d.	51-60	
e.	61-65	
f.	Older	

1.3 What is your first language?

a.	Afrikaans	
b.	English	
c.	Other: Specify	

1.4 Years of employment?

a.	Less than 1 year	
b.	1 year up to 2 years	
c.	2 year up to 5 years	
d.	5 year up to 10 years	
e.	10 year up to 15 years	
f.	15 years or more	

1.5 Department of work?

a.	Finance department: Debtors, creditors and claims	
b.	Product management or buying	
c.	Sales and Marketing	
d.	Call Centre	
e.	Support Services (IT, HR, etc)	
f.	Warehouse (Logistics, workshop)	
g.	Other: Specify	

If other, please specify:

1.6 Highest qualification

SECTION B – EMPLOYEE COMMITMENT

Section B will look at some aspects of employee commitment. Please answer the following questions using a -5 to +5 scale, where +5 means that you “*Agree very strongly*” and -5 means that you are “*Disagree very strongly*” to the following statements. You can also select any number in between depending on your opinion.

-5	Disagree very strongly	+5	Agree very strongly
-4	Disagree strongly	+4	Agree strongly
-3	Disagree moderately strongly	+3	Agree moderate strongly
-2	Disagree	+2	Agree
-1	Disagree slightly	+1	Agree slightly
0	Neutral		

	<i>Supervisory support</i>											
1.	My manager can be relied upon when things get tough on my job.	-5	-4	-3	-2	-1	0	1	2	3	4	5
2.	My manager is willing to listen to my job-related problems.	-5	-4	-3	-2	-1	0	1	2	3	4	5
3.	It is easy for me to talk to my manager when I need help.	-5	-4	-3	-2	-1	0	1	2	3	4	5
4.	I am satisfied with the overall guidance and responses of my manager.	-5	-4	-3	-2	-1	0	1	2	3	4	5
	<i>Reward fairness</i>											
5.	I am compensated fairly for the work I do.	-5	-4	-3	-2	-1	0	1	2	3	4	5
6.	Employees are held accountable for their performances with fair performance reviews and treatments.	-5	-4	-3	-2	-1	0	1	2	3	4	5
	<i>Autonomy</i>											
7.	I can control the scheduling of my work.	-5	-4	-3	-2	-1	0	1	2	3	4	5
8.	I have significant autonomy in determining how I do my job.	-5	-4	-3	-2	-1	0	1	2	3	4	5
9.	I have considerable opportunity for independence and freedom in how I do my job.	-5	-4	-3	-2	-1	0	1	2	3	4	5
	<i>Corporate image</i>											
10.	I am proud to work for the company.	-5	-4	-3	-2	-1	0	1	2	3	4	5
11.	I recognize the value of the company.	-5	-4	-3	-2	-1	0	1	2	3	4	5
12.	I feel very loyal to this company.	-5	-4	-3	-2	-1	0	1	2	3	4	5
	<i>Affinity</i>											
13.	When things get tough at work, I can always rely on my colleagues to help me solve the problem.	-5	-4	-3	-2	-1	0	1	2	3	4	5
14.	It is easy for me to talk to my colleagues when I need help.	-5	-4	-3	-2	-1	0	1	2	3	4	5
15.	My colleagues are always willing to listen to my problem.	-5	-4	-3	-2	-1	0	1	2	3	4	5

Employee development												
16.	I am satisfied with the opportunities given to me for my promotion or career advancement.	-5	-4	-3	-2	-1	0	1	2	3	4	5
17.	The training programs including internal/outside training, learning from daily operations help me perform.	-5	-4	-3	-2	-1	0	1	2	3	4	5
18.	The company provides an adequate learning environment to help employees grow.	-5	-4	-3	-2	-1	0	1	2	3	4	5
19.	The company helps employees grow as well as develop their potentials.	-5	-4	-3	-2	-1	0	1	2	3	4	5

SECTION C – COMPANY RELATIONSHIP

In this section of the questionnaire we will look at some aspects of your relationship with the company. Please answer the following questions using a 0 to 10 likelihood scale, where 10 means that you are “*Extremely likely*” to do the following and where 0 means that you are “*Not likely at all*” to do the following. You can also select any number in between depending on your opinion.

Employee commitment		Not likely at all					Extremely likely					
1.	I would recommend the company to others as a good place to work.	0	1	2	3	4	5	6	7	8	9	10
2.	I am willing to work for the company.	0	1	2	3	4	5	6	7	8	9	10
3.	I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	0	1	2	3	4	5	6	7	8	9	10
4.	How likely would you be to recommend the company to a friend as a place to work?	0	1	2	3	4	5	6	7	8	9	10
5.	What is the likelihood that you would continue to work for the company, if you had a choice?	0	1	2	3	4	5	6	7	8	9	10
6.	What is the likelihood that you would choose this company to work for, if you had to choose all over again?	0	1	2	3	4	5	6	7	8	9	10
7.	I would take very little change in my present circumstances to cause me to leave this organisation.	0	1	2	3	4	5	6	7	8	9	10
Task performance												
8.	I have a high level of expertise in the technology with which I work.	0	1	2	3	4	5	6	7	8	9	10
9.	I am able to meet objectives set by my immediate superior.	0	1	2	3	4	5	6	7	8	9	10
10.	I am able to meet my deadlines.	0	1	2	3	4	5	6	7	8	9	10
Contextual performance												
11.	I am willing to help others who have heavy workloads.	0	1	2	3	4	5	6	7	8	9	10
12.	I am willing to help others who have work related problems.	0	1	2	3	4	5	6	7	8	9	10
13.	I am willing to go extra miles for the future of the company.	0	1	2	3	4	5	6	7	8	9	10

	Internal consistency											
14.	In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	0	1	2	3	4	5	6	7	8	9	10
15.	In general, I am satisfied with the additional benefits, including insurance and welfare activities.	0	1	2	3	4	5	6	7	8	9	10
	Job satisfaction											
16.	Overall satisfaction with your company.	0	1	2	3	4	5	6	7	8	9	10
17.	Satisfaction level compared with an ideal company.	0	1	2	3	4	5	6	7	8	9	10
18.	Overall satisfaction with your manager.	0	1	2	3	4	5	6	7	8	9	10
19.	Overall satisfaction with your physical work environment.	0	1	2	3	4	5	6	7	8	9	10
20.	Overall satisfaction with the quality of your equipment.	0	1	2	3	4	5	6	7	8	9	10
21.	Overall satisfaction with your opportunities for advancement.	0	1	2	3	4	5	6	7	8	9	10

22. From this point, how long do you see yourself being with this company?

a.	Less than 1 year	
b.	1 year up to 2 years	
c.	2 year up to 5 years	
d.	5 year up to 10 years	
e.	10 year up to 15 years	
f.	15 years or more	

23. The amount of information you receive about the company's goals, strategies and activities is:

a.	Too much	
b.	Just about right	
c.	Not enough	

24. If you have the opportunity to make any changes in the company, what would it be and why?

25. Comments or recommendations:

Thank you for your time and effort by answering this questionnaire

APPENDIX 2: QUESTIONNAIRE - FEEDBACK

Below are a summary of the feedback from the questionnaire on question 24 and 25. Feedback will be given to the relevant company in order to improve employee commitment.

Changes you will make in the company?

If you have the opportunity to make any changes in the company, what would it be and why?

AREA	FEEDBACK
Remuneration	• A 13th cheque will keep employees positive. • Market related salaries must be paid. • Put incentives in place to receive awards and bonuses. • Motivational bonuses. • Offer work incentives, performance incentives and study incentives. • Payment according to standard. • Fixed commission (difficult to budget). • Have wage appraisals (due to clients choosing to order via RT/EDI).
Training	• Training between different departments that rely on one another. Will improve effectiveness and all employees will then understand different workloads in different workstations. • Supply chain management training for the buyers and product managers. • Departments such as debtors, creditors and claims to get proper training regarding our company products. • Offer work related training in all departments. • Everyone should do training in the warehouse for a week, especially on how the picking system works from start to finish. • More training. • To give appropriate training to all the buyers. • Training in all levels is needed for our work related sections and we need to be able to help and have the knowhow to assist other sections in Agrinet and understand their work. Please upgrade Bellville and help them with the same work tools and environment that Samrand has.
Teambuilding	• External teambuilding exercises per department – can identify strengths and weaknesses.

	• Build up team spirit in the company to make the company a better place to work. • More teambuilding events. • Teambuilding and teamwork.
Communication	• All employees to understand different procedures in company and to also know what is important. • Lack of communication in the company. • Communication. • Regular feedback from superior on job direction. • Communication throughout the company. • To receive better feedback regarding my own performances. It is easier to improve in your work if you regularly get feedback regarding it. • Communication within workplace – it tends to become a huge problem. • More scheduled meetings with direct superior. • More satisfaction surveys like this, maybe a talk once a month.
Working Hours	• Reduce working hours on Fridays – nobody is very productive on Friday afternoons. Perhaps take away Friday's tea breaks. • Bring back afternoons off. • Half day off for woman – different needs for different people, women have a lot. • Fridays to go home early example an hour or so. • To bring back the once a month afternoon off.
Growth in the company	• Give employees the chance to grow and to prove themselves in their positions. • To give the personnel the opportunity to be promoted in senior positions. At the moment they get people from outside and that makes current employees negative. • Get better promotional opportunities. • Create future prospects in terms of career by promoting competent people to management instead of looking outside. • Give everyone a chance to state their case in the event of applying for an open position.
Human Resources	• Positive motivation. • I would appoint people who want to work here, people who are serious about doing their jobs. • Do not treat employees like children. • Do more surveys like this – Give us a voice.

	• Do whatever necessary to reduce racism and discrimination on higher levels first (management) to filtrate to lower levels. All good examples start at the top. • Too many managers in Agrinet and too few workers under them. • Create a level between the buyer and the senior buyer and the product manager namely Jnr. Product manager. The reason is to create promotion opportunities and ensure that you get the right person rot the product manager position. • Take circumstances more seriously to solve problems between staff that affects the whole office and colleague relationships. • Give employees in the warehouse more support and money for their hard work. A happy employee is a good employee. • To give the least paid employees some medical aid. • Not to employ this much family and friends. • More visits to the people on ground level. • Give everyone the opportunity to say their say in changes that are being done in work environment or to the company. They may think of something that the managers didn't think of and prevent a failure. • Equal opportunities must be offered to all races. • Positive thinking. • Procedures on how some responsibilities must be handled. • People like to hear that their work is positive and well done, not only bad comments all the time. • Our MD should delegate with more trust, let managers be managers. • If we work in the same workplace we need to respect one another.
Marketing	• To get more clients than at the moment so that the company can grow. • We must not look at the culture of a person. • Market the company on a higher level, we tend to neglect the company's brand. We have to be proud of the company and need the customers to see and believe that. • More advertising, more information to the user.
Technology	• Total wireless technology – ability to work anywhere on and of the premises. • Full access to the internet. • Acquire a new telecom system.
Language	• Courses and talks should be done in English, as well as general mails, mails from management so that all employees can understand.
Performance	• To evaluate the employee of the company every 1 or 2 years to see if

Appraisals	they are fit for the position he/she is doing. • Performance appraisals once a year. This will help to improve on my own performance.
Facilities	• Better canteen facility and worker relaxation at lunch. • I am very happy overall, but the smoking/canteen area should please be improved (more umbrellas etc.). • Improve to create a better smoking/canteen area. • Drastic improvement on the outside sitting area, some shade would be nice.
Female opportunities	• The opportunity for women to get promoted. • Create female management vacancies. • Acknowledgement to female employees.
Collections	I would change the dispatch on to the truck and control there off. The losses we make may help us to make more profit. The debtors to be trained and their way of help other sections. It show when you visits clients and we take our own pride before Agrinet's in that section and we do not have the information correct before we speak to clients. The "afhale" section at Lyon to be upgraded is not a good eye and we do not serve with pride and time has no limit there. Appointment of people must be more related to the other companies and we must not pay peanuts and expect we have good trained people.

APPENDIX 3: DATA ANALYSIS

Below are the statistical analysis from the data from the questionnaire.

Table 1: Scores by gender

Attribute Statements	Female	Male	Grand Total
Sample	62	38	100
<i>Supervisory support</i>	86.6	87.1	86.8
My manager can be relied upon when things get tough on my job.	87.3	85.0	86.4
My manager is willing to listen to my job-related problems.	87.9	86.6	87.4
It is easy for me to talk to my manager when I need help.	85.6	88.4	86.7
I am satisfied with the overall guidance and responses of my manager.	85.5	88.4	86.6
<i>Reward fairness</i>	67.6	75.7	70.7
I am compensated fairly for the work I do.	67.1	73.9	69.7
Employees are held accountable for their performances with fair performance reviews and treatments.	68.1	77.4	71.6
<i>Autonomy</i>	83.8	84.5	84.0
I can control the scheduling of my work.	85.3	82.4	84.2
I have significant autonomy in determining how I do my job.	82.4	86.6	84.0
I have considerable opportunity for independence and freedom in how I do my job.	83.5	84.5	83.9
<i>Corporate image</i>	92.8	94.0	93.3
I am proud to work for the company.	92.1	94.2	92.9
I recognize the value of the company.	93.1	93.4	93.2
I feel very loyal to this company.	93.2	94.5	93.7
<i>Affinity</i>	84.0	82.8	83.5
When things get tough at work, I can always rely on my colleagues to help me solve the problem.	84.7	81.3	83.4
It is easy for me to talk to my colleagues when I need help.	84.2	83.9	84.1
My colleagues are always willing to listen to my problem.	83.1	83.2	83.1
<i>Employee development</i>	71.4	78.1	74.0
I am satisfied with the opportunities given to me for my promotion or career advancement.	69.4	77.9	72.6
The training programs including internal/outside training, learning from daily operations help me perform.	74.0	79.7	76.2
The company provides an adequate learning environment to help employees grow.	72.1	79.2	74.8
The company helps employees grow as well as develop their potentials.	70.2	75.5	72.2
<i>Internal consistency</i>	62.0	68.2	64.4
In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	58.1	66.8	61.4
In general, I am satisfied with the additional benefits, including insurance and welfare activities.	66.0	69.5	67.3

Job satisfaction	80.5	82.2	81.2
Job satisfaction (predicted)	79.5	82.7	80.7
Overall satisfaction with your company.	82.3	85.8	83.6
Satisfaction level compared with an ideal company.	78.9	82.9	80.4
Overall satisfaction with your manager.	87.3	86.1	86.8
Overall satisfaction with your physical work environment.	82.7	82.4	82.6
Overall satisfaction with the quality of your equipment.	79.5	79.7	79.6
Overall satisfaction with your opportunities for advancement.	72.3	76.6	73.9
Employee commitment	83.3	82.4	83.0
I would recommend the company to others as a good place to work.	79.0	84.7	81.2
I am willing to work for the company.	89.7	91.1	90.2
I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	92.7	90.3	91.8
How likely would you be to recommend the company to a friend as a place to work?	85.2	83.2	84.4
What is the likelihood that you would continue to work for the company, if you had a choice?	83.4	84.7	83.9
What is the likelihood that you would choose this company to work for, if you had to choose all over again?	83.1	84.2	83.5
I would take very little change in my present circumstances to cause me to leave this organisation.	70.3	58.9	66.0
Task performance	84.4	83.9	84.2
I have a high level of expertise in the technology with which I work.	77.1	78.9	77.8
I am able to meet objectives set by my immediate superior.	86.9	87.1	87.0
I am able to meet my deadlines.	89.2	85.8	87.9
Contextual performance	92.4	89.7	91.4
I am willing to help others who have heavy workloads.	92.6	88.7	91.1
I am willing to others who have work related problems.	92.4	88.4	90.9
I am willing to go extra miles for the future of the company.	92.3	92.1	92.2

Table 2: Scores by age

Attribute Statements	18 - 30	31 - 40	41 - 50	51 - 60	61 - 65	Grand Total
Sample	31	37	16	12	4	100
Supervisory support	89.4	87.6	82.8	84.4	81.9	86.8
My manager can be relied upon when things get tough on my job.	89.0	86.2	85.6	82.5	82.5	86.4
My manager is willing to listen to my job-related problems.	90.3	88.9	80.0	85.0	87.5	87.4
It is easy for me to talk to my manager when I need help.	89.0	87.8	83.1	85.8	75.0	86.7
I am satisfied with the overall guidance and responses of my manager.	89.4	87.3	82.5	84.2	82.5	86.6
Reward fairness	70.5	72.4	67.5	70.8	67.5	70.7
I am compensated fairly for the work I do.	74.5	68.9	66.9	65.8	62.5	69.7
Employees are held accountable for their performances with fair performance reviews and treatments.	66.5	75.9	68.1	75.8	72.5	71.6

Autonomy	84.9	82.3	85.2	82.5	93.3	84.0
I can control the scheduling of my work.	87.1	82.4	80.0	84.2	95.0	84.2
I have significant autonomy in determining how I do my job.	84.5	83.0	86.3	80.0	92.5	84.0
I have considerable opportunity for independence and freedom in how I do my job.	83.2	81.4	89.4	83.3	92.5	83.9
Corporate image	93.0	95.2	93.8	86.1	96.7	93.3
I am proud to work for the company.	92.9	94.6	93.8	85.8	95.0	92.9
I recognize the value of the company.	93.9	94.9	93.8	85.0	95.0	93.2
I feel very loyal to this company.	92.3	96.2	93.8	87.5	100.0	93.7
Affinity	83.1	82.7	87.3	80.3	89.2	83.5
When things get tough at work, I can always rely on my colleagues to help me solve the problem.	82.3	82.7	88.1	80.0	90.0	83.4
It is easy for me to talk to my colleagues when I need help.	83.9	83.8	86.3	80.8	90.0	84.1
My colleagues are always willing to listen to my problem.	83.2	81.6	87.5	80.0	87.5	83.1
Employee development	78.1	70.2	70.3	81.0	70.0	74.0
I am satisfied with the opportunities given to me for my promotion or career advancement.	76.8	69.5	68.8	78.3	67.5	72.6
The training programs including internal/outside training, learning from daily operations help me perform.	81.0	71.6	72.5	84.2	72.5	76.2
The company provides an adequate learning environment to help employees grow.	79.7	69.5	72.5	83.3	70.0	74.8
The company helps employees grow as well as develop their potentials.	74.8	70.3	67.5	78.3	70.0	72.2
Internal consistency	68.1	61.6	68.8	60.0	56.3	64.4
In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	63.5	60.8	60.6	60.8	55.0	61.4
In general, I am satisfied with the additional benefits, including insurance and welfare activities.	72.6	62.4	76.9	59.2	57.5	67.3
Job satisfaction	83.5	80.7	81.1	76.7	80.0	81.2
Job satisfaction (predicted)	82.6	80.0	79.5	80.0	79.6	80.7
Overall satisfaction with your company.	85.5	82.2	85.6	79.2	87.5	83.6
Satisfaction level compared with an ideal company.	81.6	79.7	84.4	71.7	87.5	80.4
Overall satisfaction with your manager.	89.7	87.3	81.9	85.8	82.5	86.8
Overall satisfaction with your physical work environment.	84.5	81.4	83.8	80.0	82.5	82.6
Overall satisfaction with the quality of your equipment.	83.5	80.5	78.8	70.8	70.0	79.6
Overall satisfaction with your opportunities for advancement.	76.5	73.2	72.5	72.5	70.0	73.9

Employee commitment	87.0	82.5	83.5	75.1	77.9	83.0
I would recommend the company to others as a good place to work.	85.2	80.5	80.6	75.0	77.5	81.2
I am willing to work for the company.	93.5	90.8	90.6	81.7	82.5	90.2
I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	97.1	90.0	92.5	85.0	85.0	91.8
How likely would you be to recommend the company to a friend as a place to work?	90.3	84.1	82.5	73.3	82.5	84.4
What is the likelihood that you would continue to work for the company, if you had a choice?	87.7	83.5	85.0	75.8	77.5	83.9
What is the likelihood that you would choose this company to work for, if you had to choose all over again?	85.8	85.9	83.8	73.3	72.5	83.5
I would take very little change in my present circumstances to cause me to leave this organisation.	69.4	63.0	69.4	61.7	67.5	66.0
Task performance	87.7	83.5	82.3	80.0	84.2	84.2
I have a high level of expertise in the technology with which I work.	81.6	77.8	72.5	74.2	80.0	77.8
I am able to meet objectives set by my immediate superior.	90.6	85.9	87.5	82.5	80.0	87.0
I am able to meet my deadlines.	91.0	86.8	86.9	83.3	92.5	87.9
Contextual performance	94.6	89.1	92.1	89.2	91.7	91.4
I am willing to help others who have heavy workloads.	94.5	89.5	91.3	87.5	90.0	91.1
I am willing to others who have work related problems.	94.5	88.9	91.3	87.5	90.0	90.9
I am willing to go extra miles for the future of the company.	94.8	88.9	93.8	92.5	95.0	92.2

Table 3: Scores by years of employment

Attribute Statements	Less than 1 year	1 to 2 years	2 to 5 years	5 to 10 years	10 to 15 years	15 years and more	Grand Total
Sample	14	14	35	10	12	15	100
Supervisory support	94.1	97.9	85.5	80.3	89.0	76.8	86.8
My manager can be relied upon when things get tough on my job.	93.6	98.6	83.1	82.2	89.2	78.7	86.4
My manager is willing to listen to my job-related problems.	96.4	98.6	86.0	77.8	89.2	78.7	87.4
It is easy for me to talk to my manager when I need help.	93.6	97.1	86.9	77.8	89.2	75.3	86.7
I am satisfied with the overall guidance and	92.9	97.1	86.0	83.3	88.3	74.7	86.6

responses of my manager.							
Reward fairness	80.0	78.9	71.6	62.2	74.2	55.0	70.7
I am compensated fairly for the work I do.	82.1	74.3	72.6	66.7	70.0	50.0	69.7
Employees are held accountable for their performances with fair performance reviews and treatments.	77.9	83.6	70.6	57.8	78.3	60.0	71.6
Autonomy	87.6	92.6	83.1	80.7	88.1	75.1	84.0
I can control the scheduling of my work.	88.6	92.1	80.6	91.1	88.3	75.3	84.2
I have significant autonomy in determining how I do my job.	89.3	91.4	83.4	81.1	87.5	74.0	84.0
I have considerable opportunity for independence and freedom in how I do my job.	85.0	94.3	85.4	70.0	88.3	76.0	83.9
Corporate image	97.4	97.6	92.7	90.4	98.1	85.8	93.3
I am proud to work for the company.	98.6	97.1	92.0	90.0	97.5	85.3	92.9
I recognize the value of the company.	97.1	97.9	93.1	91.1	97.5	84.0	93.2
I feel very loyal to this company.	96.4	97.9	92.9	90.0	99.2	88.0	93.7
Affinity	80.5	87.6	84.5	80.0	89.4	78.4	83.5
When things get tough at work, I can always rely on my colleagues to help me solve the problem.	77.9	87.1	84.6	78.9	90.0	80.0	83.4
It is easy for me to talk to my colleagues when I need help.	80.7	88.6	84.0	84.4	90.8	78.7	84.1
My colleagues are always willing to listen to my problem.	82.9	87.1	84.9	76.7	87.5	76.7	83.1
Employee development	83.8	84.5	70.1	74.7	72.7	64.0	74.0
I am satisfied with the opportunities given to me for my promotion or career advancement.	80.7	81.4	70.6	75.6	71.7	60.0	72.6
The training programs including internal/outside training, learning from daily operations help me perform.	82.9	85.7	72.6	76.7	78.3	67.3	76.2
The company provides an adequate learning environment to help employees grow.	87.1	86.4	70.0	76.7	70.8	65.3	74.8
The company helps employees grow as well as develop their potentials.	84.3	84.3	67.4	70.0	70.0	63.3	72.2

Internal consistency	70.0	65.7	64.6	72.2	63.3	53.7	64.4
In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	62.9	61.4	59.1	75.6	65.0	54.0	61.4
In general, I am satisfied with the additional benefits, including insurance and welfare activities.	77.1	70.0	70.0	68.9	61.7	53.3	67.3
Job satisfaction	83.3	86.3	81.8	83.7	82.6	70.3	81.2
Job satisfaction (predicted)	86.9	88.6	79.5	78.2	82.9	71.1	80.7
Overall satisfaction with your company.	83.6	87.9	84.0	85.6	88.3	74.0	83.6
Satisfaction level compared with an ideal company.	82.1	83.6	83.4	83.3	80.0	68.7	80.4
Overall satisfaction with your manager.	90.7	95.0	84.6	86.7	91.7	77.3	86.8
Overall satisfaction with your physical work environment.	82.1	88.6	83.4	84.4	87.5	70.7	82.6
Overall satisfaction with the quality of your equipment.	82.1	84.3	82.6	85.6	72.5	67.3	79.6
Overall satisfaction with your opportunities for advancement.	79.3	78.6	72.6	76.7	75.8	64.0	73.9
Employee commitment	87.8	89.0	85.1	76.8	80.1	74.2	83.0
I would recommend the company to others as a good place to work.	83.6	91.4	83.1	77.8	81.7	68.7	81.2
I am willing to work for the company.	93.6	95.7	93.1	82.2	88.3	82.7	90.2
I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	95.0	95.0	93.4	90.0	88.3	85.3	91.8
How likely would you be to recommend the company to a friend as a place to work?	91.4	90.7	87.1	82.2	80.8	69.3	84.4
What is the likelihood that you would continue to work for the company, if you had a choice?	87.1	88.6	87.7	76.7	79.2	75.3	83.9
What is the likelihood that you would choose this company to work for, if you had to choose all over again?	85.7	92.9	87.7	71.1	79.2	73.3	83.5
I would take very little change in my present circumstances to cause me to leave this organisation.	77.9	68.6	63.1	57.8	63.3	64.7	66.0

Task performance	88.1	86.4	83.4	86.7	82.2	81.8	84.2
I have a high level of expertise in the technology with which I work.	84.3	80.0	74.9	86.7	70.8	78.7	77.8
I am able to meet objectives set by my immediate superior.	90.7	89.3	87.4	85.6	85.0	84.0	87.0
I am able to meet my deadlines.	89.3	90.0	88.0	87.8	90.8	82.7	87.9
Contextual performance	92.4	93.3	91.6	91.9	91.1	87.6	91.4
I am willing to help others who have heavy workloads.	92.9	90.7	91.1	92.2	93.3	86.7	91.1
I am willing to others who have work related problems.	91.4	94.3	90.6	93.3	92.5	84.7	90.9
I am willing to go extra miles for the future of the company.	92.9	95.0	93.1	90.0	87.5	91.3	92.2

Table 4: Scores by department

Attribute Statements	Call Centre	Finance	Product Management and Buvina	Sales and Marketing	Support Services	Warehouse	Other	Grand Total
Sample	14	22	19	15	9	17	4	100
Supervisory support	94.8	91.7	82.5	81.2	88.1	86.0	73.1	86.8
My manager can be relied upon when things get tough on my job.	93.6	91.4	82.6	84.7	93.3	80.0	70.0	86.4
My manager is willing to listen to my job-related problems.	95.7	91.4	83.7	80.7	86.7	87.6	80.0	87.4
It is easy for me to talk to my manager when I need help.	95.7	92.3	83.2	79.3	85.6	87.1	70.0	86.7
I am satisfied with the overall guidance and responses of my manager.	94.3	91.8	80.5	80.0	86.7	89.4	72.5	86.6
Reward fairness	82.1	69.3	66.8	68.7	68.9	73.2	56.3	70.7
I am compensated fairly for the work I do.	82.1	65.9	67.9	70.0	68.9	69.4	57.5	69.7
Employees are held accountable for their performances with fair performance reviews and treatments.	82.1	72.7	65.8	67.3	68.9	77.1	55.0	71.6
Autonomy	90.2	89.4	76.8	77.1	86.3	86.3	78.3	84.0
I can control the scheduling of my work.	90.0	88.6	75.8	80.0	82.2	88.8	80.0	84.2
I have significant autonomy in determining how I do my job.	90.0	88.2	76.3	76.7	86.7	87.6	82.5	84.0
I have considerable opportunity for independence and freedom in how I do my job.	90.7	91.4	78.4	74.7	90.0	82.4	72.5	83.9

Corporate image	92.1	97.1	86.7	93.6	96.7	95.9	87.5	93.3
I am proud to work for the company.	91.4	95.9	85.8	93.3	96.7	97.1	87.5	92.9
I recognize the value of the company.	92.9	97.3	87.4	94.0	95.6	93.5	90.0	93.2
I feel very loyal to this company.	92.1	98.2	86.8	93.3	97.8	97.1	85.0	93.7
Affinity	84.3	86.1	79.1	88.0	90.0	81.0	67.5	83.5
When things get tough at work, I can always rely on my colleagues to help me solve the problem.	83.6	85.0	81.6	89.3	88.9	80.6	60.0	83.4
It is easy for me to talk to my colleagues when I need help.	85.0	88.2	76.8	88.0	90.0	83.5	67.5	84.1
My colleagues are always willing to listen to my problem.	84.3	85.0	78.9	86.7	91.1	78.8	75.0	83.1
Employee development	86.3	75.1	63.4	70.5	65.3	81.0	76.9	74.0
I am satisfied with the opportunities given to me for my promotion or career advancement.	82.1	77.7	57.9	70.7	67.8	81.2	62.5	72.6
The training programs including internal/outside training, learning from daily operations help me perform.	88.6	75.9	71.1	68.7	65.6	83.5	80.0	76.2
The company provides an adequate learning environment to help employees grow.	88.6	73.2	65.3	72.0	65.6	80.0	90.0	74.8
The company helps employees grow as well as develop their potentials.	85.7	73.6	59.5	70.7	62.2	79.4	75.0	72.2
Internal consistency	68.2	65.9	67.4	62.0	57.8	64.1	52.5	64.4
In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	65.0	62.3	64.7	62.7	48.9	61.2	52.5	61.4
In general, I am satisfied with the additional benefits, including insurance and welfare activities.	71.4	69.5	70.0	61.3	66.7	67.1	52.5	67.3
Job satisfaction	86.5	85.2	77.6	78.0	82.2	79.9	71.3	81.2
Job satisfaction (predicted)	87.5	83.5	74.8	78.1	79.5	83.0	73.1	80.7
Overall satisfaction with your company.	87.1	85.9	82.6	81.3	83.3	84.1	70.0	83.6
Satisfaction level compared with an ideal company.	85.0	80.9	78.4	80.7	83.3	79.4	67.5	80.4
Overall satisfaction with your manager.	96.4	93.6	81.6	77.3	85.6	88.2	72.5	86.8
Overall satisfaction with your physical work environment.	89.3	90.5	77.4	82.0	83.3	75.3	72.5	82.6
Overall satisfaction with the quality of your equipment.	80.7	85.9	75.8	78.7	81.1	77.6	67.5	79.6
Overall satisfaction with your opportunities for advancement.	80.7	74.5	70.0	68.0	76.7	74.7	77.5	73.9

Employee commitment	88.8	85.8	78.9	83.2	88.4	78.2	73.6	83.0
I would recommend the company to others as a good place to work.	88.6	84.5	77.9	80.0	87.8	77.6	57.5	81.2
I am willing to work for the company.	95.0	92.7	86.8	89.3	94.4	87.1	82.5	90.2
I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	96.4	92.7	92.6	91.3	95.6	85.9	85.0	91.8
How likely would you be to recommend the company to a friend as a place to work?	92.1	88.6	81.1	84.0	91.1	75.3	75.0	84.4
What is the likelihood that you would continue to work for the company, if you had a choice?	89.3	87.3	81.6	83.3	90.0	77.6	72.5	83.9
What is the likelihood that you would choose this company to work for, if you had to choose all over again?	87.9	88.6	79.5	84.7	87.8	77.6	70.0	83.5
I would take very little change in my present circumstances to cause me to leave this organisation.	72.1	66.4	53.2	70.0	72.2	66.5	72.5	66.0
Task performance	86.2	82.4	82.3	85.3	88.9	82.7	88.3	84.2
I have a high level of expertise in the technology with which I work.	78.6	74.1	73.2	80.0	87.8	79.4	80.0	77.8
I am able to meet objectives set by my immediate superior.	90.7	85.0	86.3	86.7	90.0	84.7	92.5	87.0
I am able to meet my deadlines.	89.3	88.2	87.4	89.3	88.9	84.1	92.5	87.9
Contextual performance	93.3	92.7	91.2	91.8	94.8	87.1	87.5	91.4
I am willing to help others who have heavy workloads.	91.4	93.2	90.0	91.3	94.4	87.6	90.0	91.1
I am willing to others who have work related problems.	92.1	94.1	89.5	92.0	94.4	85.3	87.5	90.9
I am willing to go extra miles for the future of the company.	96.4	90.9	94.2	92.0	95.6	88.2	85.0	92.2

Table 5: Scores by future tenure

Attribute Statements	Less than 1 year	1 to 2 years	2 to 5 years	5 to 10 years	10 to 15 years	15 years or more	Grand Total
Sample	3	5	21	27	16	28	100
Supervisory support	74.2	75.0	89.6	84.1	88.4	89.7	86.8
My manager can be relied upon when things get tough on my job.	83.3	76.0	90.5	82.6	85.0	90.0	86.4
My manager is willing to listen to my job-related problems.	70.0	74.0	91.4	84.4	89.4	90.4	87.4
It is easy for me to talk to my manager when I need help.	63.3	74.0	88.6	85.2	90.6	89.3	86.7
I am satisfied with the overall guidance and responses of my manager.	80.0	76.0	88.1	84.1	88.8	89.3	86.6

Reward fairness	55.0	59.0	68.6	73.7	74.1	71.1	70.7
I am compensated fairly for the work I do.	66.7	54.0	64.8	74.1	74.4	69.6	69.7
Employees are held accountable for their performances with fair performance reviews and treatments.	43.3	64.0	72.4	73.3	73.8	72.5	71.6
Autonomy	63.3	89.3	84.1	80.9	89.0	85.5	84.0
I can control the scheduling of my work.	80.0	92.0	83.8	81.9	90.0	82.5	84.2
I have significant autonomy in determining how I do my job.	56.7	92.0	82.9	81.5	88.1	86.4	84.0
I have considerable opportunity for independence and freedom in how I do my job.	53.3	84.0	85.7	79.3	88.8	87.5	83.9
Corporate image	93.3	94.7	90.5	89.5	94.2	98.2	93.3
I am proud to work for the company.	96.7	92.0	91.0	88.1	92.5	98.9	92.9
I recognize the value of the company.	93.3	94.0	89.5	90.7	93.8	97.9	93.2
I feel very loyal to this company.	90.0	98.0	91.0	89.6	96.3	97.9	93.7
Affinity	92.2	89.3	82.2	78.1	86.3	86.2	83.5
When things get tough at work, I can always rely on my colleagues to help me solve the problem.	93.3	92.0	80.0	77.4	88.8	86.1	83.4
It is easy for me to talk to my colleagues when I need help.	93.3	90.0	83.3	79.6	86.3	85.7	84.1
My colleagues are always willing to listen to my problem.	90.0	86.0	83.3	77.4	83.8	86.8	83.1
Employee development	55.0	69.5	69.3	80.9	77.8	71.3	74.0
I am satisfied with the opportunities given to me for my promotion or career advancement.	56.7	64.0	71.0	78.1	81.3	66.8	72.6
The training programs including internal/outside training, learning from daily operations help me perform.	60.0	72.0	70.0	85.9	80.0	71.8	76.2
The company provides an adequate learning environment to help employees grow.	50.0	72.0	67.6	82.2	75.0	76.1	74.8
The company helps employees grow as well as develop their potentials.	53.3	70.0	68.6	77.4	75.0	70.7	72.2
Internal consistency	58.3	51.0	59.5	61.9	73.4	68.2	64.4
In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	43.3	48.0	57.6	60.4	68.8	65.4	61.4
In general, I am satisfied with the additional benefits, including insurance and welfare activities.	73.3	54.0	61.4	63.3	78.1	71.1	67.3
Job satisfaction	66.1	71.0	76.5	84.0	84.7	83.3	81.2
Job satisfaction (predicted)	70.1	76.0	79.0	80.6	84.0	82.3	80.7
Overall satisfaction with your company.	66.7	66.0	78.6	85.2	88.8	87.9	83.6
Satisfaction level compared with an ideal company.	60.0	64.0	72.9	83.0	84.4	86.4	80.4
Overall satisfaction with your manager.	73.3	72.0	84.8	88.5	88.1	90.0	86.8
Overall satisfaction with your physical work environment.	63.3	78.0	80.5	81.5	87.5	85.4	82.6
Overall satisfaction with the quality of your equipment.	93.3	78.0	73.8	85.2	80.0	77.1	79.6
Overall satisfaction with your opportunities for advancement.	40.0	68.0	68.6	80.7	79.4	72.9	73.9

Employee commitment	68.1	72.9	78.2	86.3	85.0	85.6	83.0
I would recommend the company to others as a good place to work.	63.3	70.0	75.2	83.3	84.4	85.7	81.2
I am willing to work for the company.	76.7	82.0	85.2	91.9	93.1	93.6	90.2
I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	90.0	84.0	87.1	94.1	93.1	93.9	91.8
How likely would you be to recommend the company to a friend as a place to work?	73.3	64.0	78.1	89.6	83.8	89.3	84.4
What is the likelihood that you would continue to work for the company, if you had a choice?	56.7	64.0	78.6	87.4	89.4	87.9	83.9
What is the likelihood that you would choose this company to work for, if you had to choose all over again?	46.7	76.0	76.7	88.1	86.9	87.5	83.5
I would take very little change in my present circumstances to cause me to leave this organisation.	70.0	70.0	66.7	70.0	64.4	61.4	66.0
Task performance	81.1	82.0	82.4	84.6	84.2	86.1	84.2
I have a high level of expertise in the technology with which I work.	80.0	72.0	75.2	76.3	78.8	81.4	77.8
I am able to meet objectives set by my immediate superior.	80.0	86.0	84.8	88.5	86.9	88.2	87.0
I am able to meet my deadlines.	83.3	88.0	87.1	88.9	86.9	88.6	87.9
Contextual performance	91.1	92.0	86.3	94.1	91.7	92.4	91.4
I am willing to help others who have heavy workloads.	90.0	92.0	87.6	93.0	90.6	92.1	91.1
I am willing to others who have work related problems.	90.0	92.0	87.6	94.1	88.8	91.4	90.9
I am willing to go extra miles for the future of the company.	93.3	92.0	83.8	95.2	95.6	93.6	92.2

Table 6: Scores by information frequency

Attribute Statements	Not enough	Just right	Too much	Grand Total
Sample	37	60	3	100
Supervisory support	78.8	91.4	93.3	86.8
My manager can be relied upon when things get tough on my job.	80.8	89.7	90.0	86.4
My manager is willing to listen to my job-related problems.	79.7	91.5	100.0	87.4
It is easy for me to talk to my manager when I need help.	77.3	92.3	90.0	86.7
I am satisfied with the overall guidance and responses of my manager.	77.3	92.0	93.3	86.6
Reward fairness	60.1	77.3	68.3	70.7
I am compensated fairly for the work I do.	57.8	76.7	76.7	69.7
Employees are held accountable for their performances with fair performance reviews and treatments.	62.4	77.8	60.0	71.6

Autonomy	78.5	86.9	95.6	84.0
I can control the scheduling of my work.	79.2	86.5	100.0	84.2
I have significant autonomy in determining how I do my job.	77.8	87.2	96.7	84.0
I have considerable opportunity for independence and freedom in how I do my job.	78.4	87.0	90.0	83.9
Corporate image	88.7	95.9	96.7	93.3
I am proud to work for the company.	88.1	95.5	100.0	92.9
I recognize the value of the company.	88.6	95.8	96.7	93.2
I feel very loyal to this company.	89.5	96.3	93.3	93.7
Affinity	79.1	85.7	94.4	83.5
When things get tough at work, I can always rely on my colleagues to help me solve the problem.	80.3	84.8	93.3	83.4
It is easy for me to talk to my colleagues when I need help.	78.9	87.0	90.0	84.1
My colleagues are always willing to listen to my problem.	78.1	85.3	100.0	83.1
Employee development	61.9	80.6	90.0	74.0
I am satisfied with the opportunities given to me for my promotion or career advancement.	60.0	80.0	80.0	72.6
The training programs including internal/outside training, learning from daily operations help me perform.	67.6	80.7	93.3	76.2
The company provides an adequate learning environment to help employees grow.	62.2	81.3	100.0	74.8
The company helps employees grow as well as develop their potentials.	57.8	80.3	86.7	72.2
Internal consistency	54.6	70.5	61.7	64.4
In general, I am satisfied with my compensation package (pay, bonus, incentives and profit sharing).	54.9	65.8	53.3	61.4
In general, I am satisfied with the additional benefits, including insurance and welfare activities.	54.3	75.2	70.0	67.3
Job satisfaction	73.7	85.4	87.8	81.2
Job satisfaction (predicted)	72.5	85.4	88.3	80.7
Overall satisfaction with your company.	77.3	87.5	83.3	83.6
Satisfaction level compared with an ideal company.	73.2	84.7	83.3	80.4
Overall satisfaction with your manager.	78.1	92.0	90.0	86.8
Overall satisfaction with your physical work environment.	77.8	85.2	90.0	82.6
Overall satisfaction with the quality of your equipment.	71.9	83.8	90.0	79.6
Overall satisfaction with your opportunities for advancement.	64.1	79.2	90.0	73.9
Employee commitment	77.6	86.1	88.1	83.0
I would recommend the company to others as a good place to work.	75.1	85.2	76.7	81.2
I am willing to work for the company.	85.7	92.5	100.0	90.2
I am willing to put in a great deal of effort beyond that normally expected in order to help this company be successful.	88.9	93.2	100.0	91.8
How likely would you be to recommend the company to a friend as a place to work?	76.2	88.8	96.7	84.4
What is the likelihood that you would continue to work for the company, if you had a choice?	76.8	88.5	80.0	83.9

What is the likelihood that you would choose this company to work for, if you had to choose all over again?	76.5	88.0	80.0	83.5
I would take very little change in my present circumstances to cause me to leave this organisation.	64.1	66.3	83.3	66.0
<i>Task performance</i>	84.1	83.8	95.6	84.2
I have a high level of expertise in the technology with which I work.	77.6	77.5	86.7	77.8
I am able to meet objectives set by my immediate superior.	86.5	86.7	100.0	87.0
I am able to meet my deadlines.	88.1	87.2	100.0	87.9
<i>Contextual performance</i>	90.5	91.7	96.7	91.4
I am willing to help others who have heavy workloads.	90.0	91.3	100.0	91.1
I am willing to others who have work related problems.	89.7	91.2	100.0	90.9
I am willing to go extra miles for the future of the company.	91.9	92.5	90.0	92.2

APPENDIX 4: LETTER FROM LANGUAGE EDITOR

Tuesday, November 16, 2010



Ms Esti Olivier

10926585

Re: Letter of confirmation of language editing

The MBA mini-dissertation "*Evaluation of employee commitment as an imperative for business success*" was language, technically and typographically edited. The sources and referencing technique applied was checked to comply with the specific Harvard technique as per North-West University prescriptions.

Antoinette Bisschoff

Officially approved language editor of the NWU