

**Investigating change fatigue, burnout,
work engagement, organisational
commitment and turnover intention in the
South African insurance industry**

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COMMENTS

The following should be noted:

- The guidelines followed for the editorial style of this mini-dissertation is specified by the South African Journal of Industrial Psychology (SAJIP). Furthermore, the referencing style used in this mini-dissertation follows the format prescribed by the Publication Manual (6th ed.) of the American Psychological Association (APA). These applications are according to the policy of the Programme in Industrial Psychology of North-West University (Potchefstroom) to be used with the APA referencing style in all scientific documents as from January 1999.
- This mini-dissertation is submitted in the form of a research article.
- Additionally, the first chapter is a revised version of the submitted and approved research proposal and is presented in the present tense.
- The chapters each contain separate reference lists.
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DECLARATION

I, **Kelebogile D. Magano**, hereby confirm that this mini-dissertation titled “*Investigating change fatigue, burnout, work engagement, organisational commitment, and turnover intention in the South African insurance industry*” is my own work. Accordingly, the understandings and views expressed in the research article are those of the author, and the relevant literature references are suitably cited in the reference lists.

In addition, I further declare that the content of this research study was and will not be submitted for any other qualification at any other tertiary institution.

A handwritten signature in blue ink, appearing to read 'Kelebogile D. Magano', with a stylized, cursive script.

KD Magano

November 2020

AUTHORS' CONTRIBUTIONS AND DECLARATIONS

This research study was designed and executed by two researchers at North-West University, Potchefstroom Campus. In the table below, the contributions of each researcher are indicated.

Ms KD Magano	MA Industrial Psychology student; co-conceptualiser, responsible for the literature review, data collection, interpreting the results, as well as the writing of the mini-dissertation.
Prof LT de Beer	Supervisor, conceptualiser, statistician, and critical reviewer of the overall research study.

Furthermore, with this statement, the authors declare and confirm their roles in this research study. This declaration also indicates that all authors are in agreement that the appropriate format was used for the submission of this mini-dissertation at North-West University. All authors are also in agreement that the contents of this research study and any modified versions thereof may be used and publicised by the supervisor in peer-reviewed academic journals and/or presented at academic conferences.



Ms KD Magano



Prof LT de Beer

DECLARATION BY LANGUAGE EDITOR

To whom it may concern,

This declaration certifies that the mini-dissertation below has been edited within reasonable, ethical, and professional limits, for syntax, grammar, spelling, punctuation, references, and specific stylistic requirements of the English language by one or more qualified language practitioner(s) at Word Order. The editor's revisions and comments serve as recommendations; the overall quality of the final product's contents remains the responsibility of the client/author. The language editor does not accept responsibility for any changes made to the mini-dissertation after issuing this declaration.

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SUMMARY

TITLE: Investigating change fatigue, burnout, work engagement, organisational commitment, and turnover intention in the South African insurance industry

KEYWORDS: Change fatigue, burnout, work engagement, organisational commitment, turnover intentions, insurance industry

The goal of the study is to investigate the relationship between change fatigue, work engagement, burnout, organisational commitment and turnover intention. The study further investigated whether work engagement and burnout act as potential mediators to the relationships. A cross-sectional survey design was used and a survey questionnaire to collect data from a sample of employees working for an insurance company (n=298). The questionnaire utilised for data collection contained questions that related to measuring change fatigue through the Change Fatigue measure (Bernerth, Walker, & Harris, 2011); work engagement through the Utrecht Work Engagement Scale (UWES-9) (Schaufeli & Bakker, 2004), burnout through the Maslach Burnout Inventory – General Survey (MBI-GS); (Maslach, Schaufeli, & Lieter, 2001), organisational commitment through the Organizational Commitment Questionnaire (Allen & Meyer, 1990) and turnover intentions through the Turnover Intention scale developed by Sjoberg and Sverke (2000). The questionnaire also contained a section for respondents' biographical details.

Descriptive statistics and the Pearson-Correlation coefficient were used to conduct statistical analysis (Leedy & Ormrod, 2005). Structural equation modelling was also utilised to determine whether there were changes in change fatigue when work engagement and burnout mediated the relationships. Change fatigue had a significant and positive relationship with all the variables indicating that when employees are exposed to job demands for a longer time frame, there is a likelihood that they will develop burnout, experience decreased work engagement, exhibit decreased organisational commitment, and eventually the employees may think about leaving the organisation. Change fatigue had a significant and positive relationship with exhaustion, cynicism, and burnout and correlated negatively with organisational commitment and work engagement.

A conclusion is provided and recommendations for future research are made.

CHAPTER 1
INTRODUCTION

INTRODUCTION

This mini-dissertation focused on investigating the relationship between change fatigue, work engagement, burnout, organisational commitment, and turnover intentions. For the intended study, change fatigue was conceptualised as the employees' view of constant changes, in some instances within a short period. The change initiatives can be unsuccessful at times, leading to adverse responses. The central premise of the study was outlined in Chapter 1, and the problem statement was thoroughly discussed. A review of the literature on the current topic was also discussed. The proposed model applicable to the study was outlined in support of the study's research objectives. The research methodology, sampling method, data collection techniques, and tools were discussed. The research article is outlined in Chapter 2. In Chapter 3 conclusions of the study were drawn based on the findings, limitations and considerations for future research were also discussed.

1.1. PROBLEM STATEMENT

This study was contextualised in the insurance industry, which is clustered under the financial services sector and is growing and changing at a rapid rate. It is a significant player in the South African economy and is made up of insurance related activities such as pension fund administration, long and short-term insurance, and investments (Goede & Pretorius, 2016). The insurance industry is not immune to political, economic, social, technological legal and environmental challenges (Heydenrych & Luiz, 2018). In their quest to remain competitive, insurance companies also need to stay ahead of their competitors. Therefore, various adaptations and changes are necessary for insurance companies because of external and internal factors (Verhoef, 2016). These adaptations result in organisational changes that could be rapid and frequent, resulting in adverse effects, both at organisational and individual levels. At an individual level, these may manifest itself through employees experiencing stress and strain, increased job dissatisfaction, lack of commitment, and resistance to organisational change (Rafferty & Griffin, 2006; Winter, 2013). At an organisational level, there could be a decline in organisational outputs resulting from disengaged employees (Bartholomew, Ntoumanis, Ryan, Bosch & Thøgersen-Ntoumani, 2014). When employees are exposed to frequent, continual, and rapid changes, they may become fatigued and experience "change fatigue" (Brown, Wey, & Foland, 2018; McMillan & Perron, 2013).

Bernerth, Walker and Harris (2011) define change fatigue as “a resigned and passive attitude towards change stemming from a feeling of being depleted or overextended beyond one’s capability to handle demands due to constant organisational change”. Change fatigue has been associated with other wellness concepts such as anxiety, emotional exhaustion and burnout. However, what sets change fatigue apart from these concepts is its remarkable link with organisational change (Bernerth et al., 2011). Furthermore, change fatigue varies from resistance to change (McMillan & Perron, 2013). When employees resist change, their behaviours are intentional while, whereas, with change fatigue, employees experience an emotional state where they have weakened energy and personal capabilities to deal with anticipated changes (Caldwell, Herold, & Fedor, 2004). These feelings emanate from perceptions that there are many changes in the organisations leading to a situation where people’s cognitive, emotional and psychological resources are depleted (Bernerth et al., 2011; Dool, 2009).

When challenged by numerous stresses, employees become anxious, and this might result in a perception of organisational change fatigue and uncertainty in the workplace (decreased work engagement, the probability of burnout, reduced organisational commitment and amplified intensities of turnover intentions (AbuKhalifeh & Som, 2013; Lynch, 2019). Yu (2009) argues that failure to manage change initiatives manifests in threats to employee well-being and organisational effectiveness. Change fatigue is positioned as an organisational stressor, which could negatively impact the success and realisation of strategic organisational objectives (Camilleri, Cope, & Murray, 2019). This is demonstrated through diminishing work engagement, lower organisational commitment and ideating about existing the organisation (Leon, Halbesleben, & Paustian-Underdahl, 2015; Lu & Gursoy, 2016).

Work engagement has been broadly studied as a significant mediator in numerous turnover studies (Judhi, Pa'wan & Hansaram, 2013; Saks, 2019; Schaufeli & Bakker, 2004). The present-day research on work engagement proposes that work engagement mediates relationships between several antecedents and outcome variables (AbuKhalifeh & Som, 2013; Bakker, 2011; Bakker, Schaufeli, Leiter, & Taris, 2008a). For example, Schaufeli & Bakker (2004) found that work engagement significantly mediates between job resources and turnover intention – indicating that work engagement is essential to reduce turnover intention. Burnout studies also suggest that burnout mediates between various psychological constructs. A study by Halbesleben (2010) found that burnout and turnover intentions, organisational

commitment and turnover intention are outcomes that are mainly related to the identification components of burnout and work engagement (Rajak & Chandra, 2017; Zhao & Zhao, 2017). Published research has mostly investigated work engagement, burnout, turnover intentions, and organisational commitment in terms of direct relationships. Therefore, the focus of this study is to explore the relationships between change fatigue, organisational commitment, and turnover intention through burnout and work engagement as potential mediators.

In the meta-analysis of Lee and Ashford (1996), work engagement and burnout were influenced significantly by job demands. When employees are exposed to extended and continual changes, they are likely to experience cynicism and exhaustion, resulting in burnout and diminishing commitment in the organisation and work engagement. Lee and Ashford (1996) further argue that in order to meet the job demands, individuals are required to invest their emotional, cognitive and psychological reserves. This can lead to feelings of loss, especially if the demands exceeded the resources at disposal. With the introduction of various strategies to remain competitive, the work environment has become more demanding of employees than in the past (Shin, Taylor, & Seo, 2012). Therefore, organisations cannot afford not to take into cognisance the job demands placed on employees (Gracia-Sierra, Fernandez-Castro, & Martinez-Zaragora, 2016). When employees perceive organisational changes as too frequent, they can become detached, uninterested and express dissent towards change initiatives (Dool, 2009). These changes can ultimately affect employee well-being and organisational outcomes, such as commitment and turnover intention (Winter, 2013).

Brown et al. (2018) argue that many elements are significant in the framework of work-related well-being; such as burnout, work engagement, organisational commitment, and turnover intention. Within the South African context, work engagement and burnout has been widely researched (e.g. Barkhuizen & Rothmann, 2006; Buys & Rothmann, 2010; Coetzer, 2004; Crawford, LePine & Rich, 2010; De Beer, Rothmann Jr., & Pienaar, 2012; Rothmann & Rothmann, 2010; Rothmann & Pieterse, 2007; Rothmann & Joubert, 2007; Rothmann, Strydom & Mostert, 2006; Storm & Rothmann, 2003), as has turnover intention and organisational commitment (e.g. Bagraim, 2004; Martin, 2007; Martin & Roodt, 2007; Netswera & Rankhumise, 2005; Ntisa, 2015). Burnout is defined by Maslach and Jackson's (1986, p. 36) "a persistent, negative, work-related state of mind in 'normal' individuals that are primarily characterised by exhaustion, which is accompanied by distress, a sense of reduced effectiveness, decreased motivation, and the development of dysfunctional attitudes

and behaviours at work”. Various researchers have argued that burnout and work engagement are opposites of a continuum (Jackson & Rothmann, 2005; Maslach & Jackson, 1986). However, other argue that work engagement is different to burnout and is distinctly defined as a “positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption” (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002, p. 74).

Within the context of this study, change fatigue was positioned as a distinctive job demand and can influence individual outcomes such as work engagement (Lynch, 2019). Vigour and dedication as individual components can aid one’s drive to manage organisational challenges (Connor & Davidson, 2003). Within the organisation, vigour assists individuals to endure significant disruptions to be brought on by change but change fatigue can negatively impact the components often leading to pessimism and uncertainty (Bernerth et al., 2011). Change fatigue can lead to adverse outcomes which are accelerated when employees perceive organisational changes to be frequent and rapid (Vestal, 2013). Brown et al. (2018) state that exposure to frequent and rapid changes can impact individuals’ capability to deal with further changes. Employee motivation, as a psychological state, is impacted by change fatigue and has a significant influence on organisational outcomes (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007).

Organisational commitment and turnover intention are also topics that have been researched and have significant impact on organisations (Meyer & Allen, 1990). Organisational commitment is defined as “a state in which an employee considers the organisation and its objectives as his indicator and has a desire to remain in the organisation's employment” (Gupta, Agarwal, & Khatri, 2016, p. 56). Organisational commitment is considered as a critical factor of organisational success (Fernet, Austin, & Vallerand, 2012). It also impacts individual outcomes such as performance, absenteeism (Cunningham, 2006; Fedor, Caldwell, & Herold, 2006; Fernet, Austin, & Vallerand, 2012). Turnover intention as an individual outcome is valuable to organisations. It is defined by Sousa-Poza and Henneberger, (2004, p. 1) as “the manifestation of the (subjective) probability that an individual will change his or her job within a certain period.”

Numerous studies in the literature on the topic of organisational change focus on resistance to change (Bernerth, Armenakis, Feild, & Walker, 2007). The motivation for undertaking this study is that change fatigue in organisations often goes unnoticed because employees’

behaviours associated with this phenomenon are hidden and inert. There is limited research on the relationship between the perception of frequent organisational change and its impact on the individual and organisational outcomes (Dool, 2009; Winter, 2013). The constructs of burnout, turnover intentions, organisational commitment and work engagement in the South African insurance industry has not been researched concurrently in a single study. Change fatigue is a phenomenon that is gaining momentum in the management studies, and as such, no study has been conducted on the subject in South Africa. Considering the above discussion, it is therefore recommended that a detailed study be conducted to investigate how the phenomenon of change fatigue is associated with work engagement, burnout, organisational commitment, and turnover intentions. The theoretical frameworks underpinning the study are the Conservation of Resources Model (COR) (Hobfoll, 1998) and the Job Demands – Resources Model (JD-R) (Demerouti, Bakker, Nachreiner & Schaufeli, 2001).

1.1.1. Change Fatigue

Bernerth et al. (2011, p. 11) defines change fatigue as a “feeling of being depleted or overextended beyond one’s capability to handle workplace demands”. This can result in employees developing an acquiescent and unreceptive attitude towards change (Elving, Hansma & De Beer, 2011; McMillan & Perron, 2013). Yu (2009) argues that organisational changes can impose insurmountable pressure and stress for employees. According to Akhtar, Bal and Long (2016) and Rafferty and Jimmieson (2017), when employees perceive organisational change as too frequent, adverse outcomes such as change fatigue may be expected. Symptoms of change fatigue will be demonstrated by increased levels of disengagement, lethargy, and not expressing feelings about their dissatisfaction with the change processes. It is due to this passive behaviour that change fatigue remains unobserved and under-researched. Rafferty and Jimmieson (2017) and Winter (2013) argue that an unsuccessful change initiative might be a direct result of resistance to change; however, change fatigue is different from resistance. Change resistance is characterised by intentional behaviours (Rafferty & Jimmieson, 2017) while change fatigue becomes evident when employees become detached, indifferent, and unreceptive towards change initiatives (Brown et al., 2018).

Introducing excessive and frequent changes, whether planned or unplanned, could impair an employee's adaptation resources and become ineffective and inefficient when they are required to respond to change activities (Choi, 2011). Humans' survival is the premise of the intrinsic need for anticipated and methodical surroundings; thus, organisational changes must be presented in a considerate and progressive manner to create buy in from stakeholders, and to be viable and effective (Axtell, 2002). The perception that change is considerate, well planned, and managed appropriately reduces the strain often associated with sudden or impromptu changes (Blom, 2018). The drivers for successful implementation of any organisational change initiative are its timing, frequency, and organisation-wide shared values regarding ownership, contribution, anticipated impact, and support shown by leadership during the process (Frey, Robinson, Wong, & Gott, 2018).

For purposes of this study, change fatigue was investigated in respect of frequency and impact. Akhtar et al. (2016) defined change frequency as a vital and salient perception about “how often change has occurred in (an individual's) work environment” (p. 1154). Change frequency influences an employee's perception and the effect of the change processes (Neill, 2018). The more frequent the changes, the higher the likelihood of overlaps in the change agenda, potentially leading to confusion, chaos, and burnout (Camilleri et al., 2019). Numerous, recurrent, extreme, or instantaneous changes are regarded as significant challenges in change implementation due to their negative impact on organisational performance (Brown et al., 2018; Klamer & Raisch, 2013). The impact of change is described by Gronstad (2017) as the perceived effect of organisational change on individual and organisational outcomes. Neill (2018) evaluated the effect of organisational change on employees and concluded that the outstanding distinctiveness of change might be seen as possibly detrimental or frightening.

Change fatigue goes beyond discussing the consequences of the unsuccessful implementation of change initiatives but also reflects on the impact of recurrent organisational change on overall organisational and employee outcomes (Grant, 2017). Change fatigue progressed, and it is aimed at exploring consequences arising from recurrent organisational changes (McMillan & Perron, 2013). However, there has been little research, even though changes have become the order of business daily (Rafferty & Jimmieson, 2017). The pace at which employees experience the change can have inadvertent outcomes if the evaluations regard changes as routine and excessive.

Change fatigue represents the immense feeling of strain, enervation, and weariness related to rapid and unceasing change within the working environment (Bernerth et al., 2011; Camilleri et al., 2019; Dool, 2009). Change fatigue and excessive change are associated with the hostile outcomes of recurrent or poorly executed change initiatives. In some instances, changes may be implemented without allowing a chance to assess the success of the previous efforts (Akhtar et al., 2016; Rafferty & Jimmieson, 2017). Change fatigue evolves and can put immense pressure on the stresses already experienced and as a result can reduce vigour, energy, dedication, individual and team engagement, and commitment which may risk exposing employees to perpetual burnout (Camilleri et al., 2019; Pietz, 2019; Vestal, 2013).

1.1.2. Burnout

Various researchers have defined the construct of burnout. The commonly cited description of burnout emanates from Maslach and Jackson's (1986) tripartite definition of burnout, quoted across the literature as the most inclusive; their definition will be utilised for this study. Burnout is defined as "a state of physical and mental exhaustion that develops in reaction to stressful working conditions over an extended period, leading to cynicism about the value of one's work and eventually doubt about one's capacity to perform" (Maslach & Jackson, 1986 p.1). In their research, Maslach et al. (1996, 2001) identified three separate but interrelated constructs of burnout: emotional exhaustion, cynicism, and professional efficacy.

Feelings of being emotionally drained characterise emotional exhaustion. Signs of emotional exhaustion include feeling extremely tired, lacking energy, and the prerequisite psychological capacity to handle constant stresses. Within the working context, an employee displaying symptoms of burnout will lack motivation and will develop unsuitable behaviours at work (Leon et al., 2015). To preserve and control their vigour, employees decrease their immersion in their work by withdrawing emotionally and mentally to protect themselves from further demands. This results in a harmful, pessimistic, unfeeling, or strangely disconnected reaction to numerous facets of their job, including organisational change. Employees displaying symptoms of burnout often use cynicism as a coping mechanism. A cynical employee will be emotionally detached from work activities and less involved with the needs of customers and other stakeholders. This can have dire implications for employees (Maslach et al., 2001).

1.1.3. Organisational Commitment

Organisational commitment can be articulated as an employee's emotional attachment to the organisation, and it can be used as a determinant to gauge whether the employee will stay or leave (Albdour & Altarawneh, 2014). Meyer and Allen (1990) mentioned the three types of organisational commitment, namely affective, continuance, and normative commitment. Research indicates that high levels of affective commitment can influence individual performance positively (Gupta et al., 2016). It is, therefore regarded as the most crucial component of organisational commitment (Cunningham, 2006). Employees displaying high levels of affective commitment are likely to have longer organisational tenure. They tend to be loyal, motivated, are high performers, and are often willing to take on added responsibilities; and these are characteristic of positive corporate citizenship behaviours (Meyer & Allen, 1990; Zhao & Zhao, 2017). Evidence in research has shown a positive relationship between organisational commitment and work engagement (Zhao & Zhao, 2017).

Over the past years, organisational commitment has become a significant area of interest in the management field as evidenced by various researchers (Adzeh, 2013). The central premise of organisational commitment is its unique connection to organisational citizenship behaviours displayed by employees (positive or negative) such as turnover intentions or actual turnover, motivation, performance, job satisfaction, engagement, and living company values (Farris, 2012). In a highly competitive and volatile environment, committed employees can be used as a leverage to achieve organisational successes and achieve strategic goals as they are more likely to adapt to changes than less committed employees (Khalili & Asmawi, 2012).

1.1.4. Work Engagement

Work engagement is “a positive, fulfilling work-related state of mind” where employees are “able to deal well with the demands of their jobs” (Schaufeli et al., 2006, p. 702). The three components that make up work engagement are vigour, dedication, and absorption, however, literature regards vigour and dedication as core components of work engagement and absorption as an outcome of a highly engaged employee (Schaufeli & Bakker, 2004; Schaufeli, 2013). Schaufeli et al. (2002, p. 74) outline vigour as “mental resilience, energy,

and willingness to work hard”. Vigour is a motivational state, and it becomes evident when employees are persistent in the execution of their duties, even amid adversity (Sonnentag, 2017). Dedication, on the other hand, is explained by Schaufeli et al. (2002, p. 74) as “being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge”. It is also considered a psychological state “that might also occur when not being busy with one’s tasks, but when thinking about them during the non-work time or when telling others about one’s work” (Sonnentag, 2017, p. 14). Dedication, to an extent, shares theoretical comparison with the concept of job commitment. However, it is much broader as it encompasses a mental state of pride, passion, challenge, and reinforcement (Mauno et al., 2007). It is important to note that work engagement is a psychological state and it does not include its drivers or outcomes.

Sonnentag (2017) states that in order to create an environment that is conducive for highly engaged employees there should be positive job and personal resources. Several personal resources such as coping style or surviving mechanism and being problem-focused (Storm & Rothmann, 2003), personal effectiveness, hopefulness, self-regard, and resilience (Bakker et al., 2006, Xanthopoulou et al., 2007) are antecedents of work engagement and have been identified and empirically investigated. Employees experiencing high levels of work engagement will display job satisfaction, loyalty, commitment to the organisation, and will embrace organisational changes positively (May et al., 2004; Geldenhuys et al., 2014; Parent & Lovelace, 2015; Vokić & Hernaus, 2015).

1.1.5. Turnover Intention

Turnover intention is considered an essential component of organisational behaviour. It is the psychological state where an employee is considering leaving the organisation (Zhao & Zhao, 2017). It is a mindful and deliberated goal to exit an organisation, and it is the last part of the disengagement process (Lu & Gursoy, 2016). Turnover intention can be understood as an employee's wish to leave the organisation permanently and is on the opposite continuum of organisational commitment. There are various antecedents to turnover intentions, for example, lack of job satisfaction (Lu & Gursoy, 2016), role overload and lack of support (Pienaar, Sieberhagen, & Mostert, 2007), and lack of job involvement (Sjoberg & Sverke, 2000) to name a few. Turnover intentions (and real turnover) have severe implications for organisational effectiveness; for example, loss of critical skills and the amount of time spent

to replace the talent lost (Griffeth, Hom, & Gaertner, 2000). When an employee thinks about leaving an organisation, they detach emotionally from the organisation, which can then impact on their commitment to the organisation (Zhao & Zhao, 2017). Evidence from research indicates that there is a positive relationship between turnover intentions and burnout, and this relationship is mediated by organisational commitment (Khan, Jehan, Shaheen, & Ali, 2018; Santoso, Sitompul, & Budiartanto, 2018). They further argue that, affective organisational commitment predicts turnover intentions and actual turnover.

1.1.6. Theoretical Frameworks

The theoretical models underpinning this study are the Job Demand-Resources model (JD-R model) and the Conservation of Resources Theory (COR) - positioning change fatigue as a unique demand in relation to work engagement, burnout, organisational commitment, and turnover intention.

1.1.7. The Job Demands-Resources (JD-R) Model

The JD-R model's basic premise is that there should be sufficient balance between job resources and job demands in order for the employee to function effectively. Job demands are organisational factors that induce stress and anxiety where one's capability to cope with such is depleted. Bakker and Demerouti (2007, p.29) define job demands as "those psychological, physical and organisational aspects of the job that require sustained physical and psychological (cognitive or emotional) effort on the part of the employee and are therefore associated with certain physiological and psychological costs". It is worth noting that job demands are not always contrary as individuals are sometimes expected to go beyond the demands of their roles, and thus if we are to understand how we can play our part in ameliorating the perceived strenuous impact. Change fatigue is positioned as a job demand because employees are expected to cope and adapt to frequent organisational changes and, in some instances, without adequate resources which can create an imbalance (Bakker et al., 2007).

1.1.8. The Conservation of Resources Model

Similarly, the Conservation of Resources (COR) theory seeks to explain the different weighting mechanism utilised by employees when deciding about where, why, and how to apply or exert their resources (cognitive, emotional, personality, behavioural, financial) when responding to their task demands (Hobfoll, 1989). The conservation of resources (COR) theory departs from the foundational principle that individuals strive to secure, preserve, nurture, and protect their valuable resources to maintain their survival (Leon et al., 2015). According to the COR, prolonged risk to employee or job resources will contribute to burnout and could have adverse consequences (Alvaro, 2010), leading to compromised jobs and employee outputs.

Hobfoll (1989) contends that when employees experience heightened job demands in one area (physical, emotional or psychological), this may lead to depletion of resources while trying to fare against the demands. They then become less effective in dealing with other demands. In light of the current study, the assumption made from the perspective of COR is that when faced with seemingly hostile situations (frequent change), employees will try to preserve their resources to prevent themselves from experiencing adverse outcomes (Hobfoll, 1989), for example, attempt to avoid the burnout state. Therefore, it is during stressful periods when employees are faced with changing work demands without the valuable resources to mitigate against embedded stress of an ever-changing business environment and thus without psychological capital to sustain the resources for times of future need (Hobfoll, 1989).

From the above, it can be deduced that change fatigue has a powerful influence on work engagement, burnout, organisational commitment, and turnover intention. Within the context of COR and the JD-R models, work engagement and burnout are placed as potential mediators to organisational commitment and turnover intentions. The relationship between the predictor variable (change fatigue) and outcome variables (work engagement, burnout, organisational commitment, and turnover intentions) will be established. Therefore, they all function as independent variables and on the same level as the causal variables of the outcome variables. Nevertheless, the predictor in this study (change fatigue) is not causally antecedent to outcome variables. The latter could similarly influence levels of organisational commitment and turnover intention, without the additional influence of burnout and engagement. Consequently, the variables in this study will be mediators since they can

function autonomously to lead to the expected outcomes, namely, turnover intention and organisational commitment.

The concepts of work engagement, burnout, organisational commitment and turnover intentions were defined. The proposed relationships between these concepts were defined within the framework and models as proposed by (Hobfoll, 1998; Demerouti et al., 2001).

1.2. RESEARCH QUESTIONS

The following research questions emerge from the problem statement and literature review:

- How are change fatigue, burnout, work engagement, organisational commitment, and turnover intention conceptualised in the literature?
- What are the direct relationships between change fatigue, burnout, work engagement, organisational commitment, and turnover intention?
- What are the indirect relationships between change fatigue, burnout, work engagement, organisational commitment, and turnover intention?
- What recommendations can be made for future research and practice?

1.3. RESEARCH OBJECTIVES

1.3.1. General Objective

The general objective of this study was to investigate the relationships between change fatigue, burnout, work engagement, organisational commitment, and turnover intention in the South African insurance industry.

1.3.2. Specific Objectives

The specific aims of this study would thus be the following:

- To determine how change fatigue, burnout, work engagement, organisational commitment, and turnover intention are conceptualised in the literature.

- To determine the direct relationships between change fatigue, burnout, work engagement, organisational commitment, and turnover intention.
- To determine the indirect relationships between change fatigue, burnout, work engagement, organisational commitment, and turnover intention.
- To make recommendations for future research and practice.

1.4. RESEARCH HYPOTHESES

To present the research claims for this study, the following alternative hypotheses are presented to answer the research question and achieve the study's objectives:

H1a: Change fatigue has a negative relationship with work engagement.

H1b: Change fatigue has a positive relationship with burnout.

H1c: Change fatigue has a negative relationship with organisational commitment.

H1d: Change fatigue has a positive relationship with turnover intention.

H2a: Burnout has a negative relationship with organisational commitment.

H2b: Burnout has a positive relationship with turnover intention.

H3a: Work engagement has a positive relationship with organisational commitment.

H3b: Work engagement has a negative relationship with turnover intention.

H4a: Change fatigue has an indirect relationship to organisational commitment through burnout.

H4b: Change fatigue has an indirect relationship to turnover intention through burnout.

H5a: Change fatigue has an indirect relationship to organisational commitment through work engagement.

H5b: Change fatigue has an indirect relationship to turnover intention through work engagement.

The proposed model of the study is depicted below in Figure 1; placing work engagement and burnout as potential mediators in the current study.

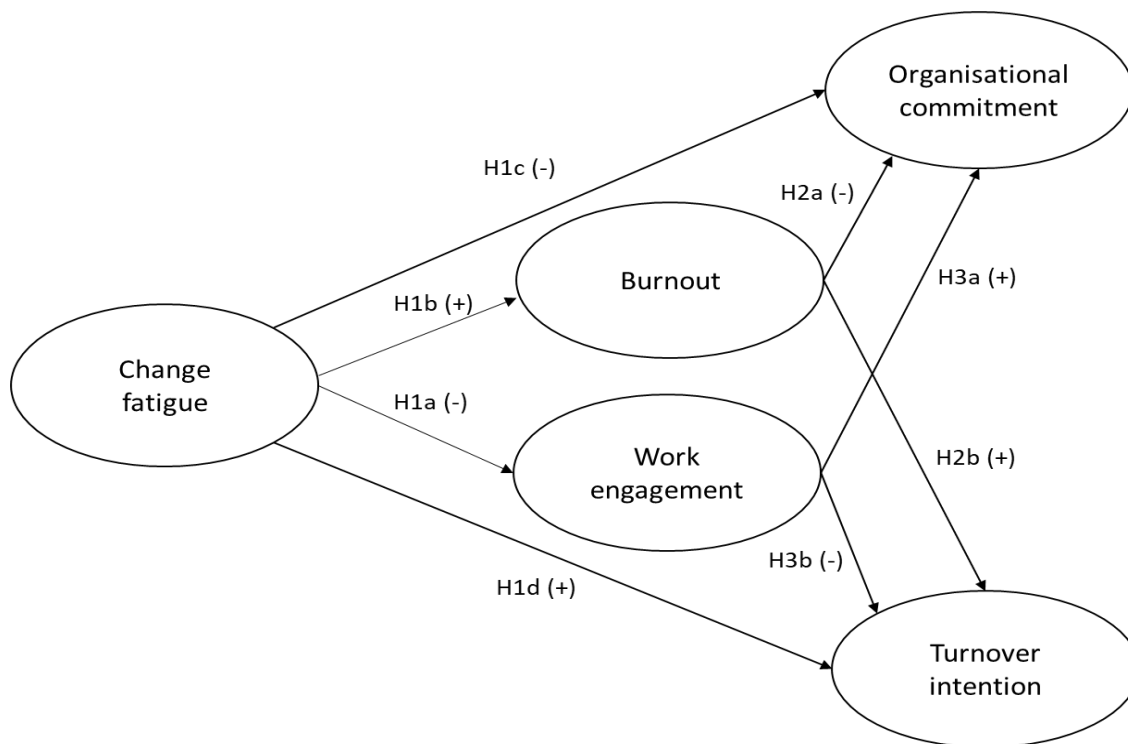


Figure 1. The hypothesised model for the research study

1.5. RESEARCH DESIGN

1.5.1. Research Approach

The study employed a quantitative research methodology which elucidates “evidence for theory through measurement of variables that produce numeric outcomes” (Field, 2009, p.792). The strength of quantitative research lies in that rich information can be derived from information collected during a single intervention. Importantly, the results were utilised to answer the research questions and validate the proposed hypotheses. A cross-sectional design was used as the research design for this study (Zechmeister, Shaughnessy & Zechmeister, 1996). Data was collected through a survey questionnaire. One of the advantages of a cross-sectional design is that one can examine multiple constructs simultaneously. This design is also suited to examine correlations amongst variables are examined. In this study, change fatigue was the independent variable while work engagement, burnout, organisational commitment, and turnover intention are the dependent variables.

1.5.2. Literature Review

Literature on change fatigue, burnout, turnover intentions, work engagement, and organisational commitment was thoroughly conducted. Numerous academic research sites were utilised to consult with extensive literature; such as EbscoHost (Academic search premier, business source premier, E-Journals, CINAHL with full text, EconLit, ERIC, PsychARTICLES, PsycINFO) and LexisNexis. As part of this search, the following journals are examples of what was used: Academy of Management Review, Work & Stress, Journal of Vocational Behavior, Journal of Change Management, Journal of Human Resource Management, South African Journal of Industrial Psychology, Journal of Occupational Health Psychology, The International Journal of Human Resource Management, Journal of Occupational and Organizational Psychology, Journal of Organizational Behavior, Organizational Psychology and Organizational Behavior.

Keywords used were change fatigue, burnout, turnover intentions, work engagement and organisational commitment. Various books were also consulted, including *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice* (Albrecht, 2010), *The Peak Performing Organization, Work Engagement: A Handbook of Essential Theory and Research* (Bakker, Oerlemans, Ten Brummelhuis, 2013).

1.5.3. Research Participants

For this study, the intention was not to seek participants with specific characteristics. It is important to note that all employees in the population from whom the sample was chosen experienced massive organisational change. Therefore, a convenience sampling method was used to select the sample because all the employees in the population were available to participate in the study. The envisaged sample size was n=300.

1.5.4. Measuring Instrument(s)

Leedy and Ormond (2005) argues that latent variables within the structural model should be measured by a practical tool. This study utilised a combined tool which consisted of revised questionnaires and they are discussed below:

A biographical questionnaire to outline the basic characteristics of the participants was in the questionnaire. This included basic information as such as age, gender, ethnicity, home language, educational level, organisational tenure, and role within the current organisation.

Change fatigue: A six-item change fatigue measure ($\alpha = 0.84$) developed by Bernerth et al. (2011) was used to assess change fatigue perceptions. Items include statements, such as “Too many changes are introduced at my organisation” and “I am tired of all the changes in this company”. This questionnaire measures the general perception of employees with regards to the frequency and impact of organisational change. The measure uses a 7-point Likert scale, ranging from 1 (Strongly disagree) to 7 (Strongly agree).

Work engagement: This variable was measured with the adapted version of the 9-item Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker (2003). The UWES-9 consists of nine items, which is classified into three vigour items (e.g. “I get carried away when I’m working”), three dedication items (e.g. “I am enthusiastic about my job”), and three absorption items (e.g. “I get carried away when I’m working”) (Schaufeli & Bakker; Salanova, 2006). All items were scored on a 7-point scale ranging from 0 (Never) to 6 (Always). The UWES-9 is a reliable measure and has been applied in the South African context as evidenced in studies conducted by Strydom et al. (2006) and Storm and Rothmann (2003) with acceptable reliability coefficients.

Burnout: The Maslach Burnout Inventory – General Survey (MBI-GS); (Maslach, Schaufeli, & Lieter, 2001) was utilised to measure the burnout construct. The adapted measure is made up of three subscales: five items dealing with exhaustion with items such as “I feel used up at the end of the workday”, cynicism also with five items like “I have become less enthusiastic about my work”, and professional efficacy with six items containing items like “In my opinion, I am good at my job”. The internal consistency for all the three sub-scales of burnout range from 0.73 to 0.89 respectively (Maslach & Jackson, 1981). The measure used a 7-point Likert scale ranging from 0 (Never) to 6 (Daily). The use of the MBI-GS has proved to be a reliable measure with coefficients that have been reported as 0.87 and 0.89 for components within the South African context (Rothmann & Barkhuizen, 2008).

Organisational commitment: The scale of Allen and Meyer (1990) was used to measure affective organisational commitment. Five statements rated on a seven-point Likert scale,

with 1 (Strongly disagree) and 7 (Strongly agree). An example statements are, “I feel a strong sense of belonging to my organisation”. The scale's reliability has been shown to be 0.80 within South Africa (Pienaar et al., 2007).

Turnover intention was measured with a scale established by Sjoberg and Sverke (2000). The variable is measured with three items (e.g. “I am actively looking for other jobs”). The items are measured on a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). This scale has been recognized to be reliable within the South African context, with Cronbach's alpha coefficients ranging between 0.74 (Pienaar et al., 2007) and 0.79 (Diedericks & Rothmann, 2014).

1.5.5. Research Procedure

The researcher presented the proposal for approval to the Research and Ethics Committee of the Faculty of Economic and Management Sciences at the North-West University. Once ethical clearance was obtained, the researcher proceeded to request permission from the executive management team of the insurance company where the study was being undertaken. To create awareness of the intended study, management teams were informed in order to get buy in and encouraged their teams to participate. A self-administered paper-and-pencil questionnaire was the primary data collection method, which the researcher distributed to employees. Consent was also obtained from the participants.

Questionnaires and envelopes were distributed for completion to participants and they were allowed a total of 10 days for completion and submission. Upon completion, the questionnaires were sealed in the envelope and placed in a secure box that was collected after 10 days. This measure was put in place to ensure confidentiality and that participation in the study was completely voluntary. The questionnaire took approximately 15 minutes to complete. The researcher sent follow-up email to the divisional management team before collection for them to remind participants of the completion of the questionnaire. Once the completed questionnaires have been collected, they were captured on an Excel spreadsheet to be statistically analysed.

1.5.6. Statistical Analysis

Mplus 8.1 was used to analyse the data. Confirmatory Factor Analysis was utilised through latent variable modelling (CFA; Brown, 2015) to verify the validity of the measurement model. The indices of the model were validated using comparative fit index (CFI); Tucker-Lewis index (TLI) and root mean square error of approximation (RMSEA). Van de Schoot, Lugtig and Hox (2012) guides that for RMSEA, values of 0.08 or below are acceptable, whereas for CFI and TLI values of 0.89 and 0.90 are deemed acceptable. With the given adequate fit, the factor loadings were reported as well as a correlation matrix for the variables. The correlation coefficients between 0.30 and 0.49 were considered medium effect sizes, while those between 0.50 and above were regarded as large effect sizes (Cohen, 1992).

For the structural model, as proposed in Figure 1, structural paths were used to determine the measurement model, including estimations of the standardised beta coefficients. To support or reject the research hypotheses, the beta coefficients were calculated at the significance level of ($p < 0.05$), the direction and the size of the structural paths are used. Concerning the indirect relationships, bootstrapping was specified with 10,000 resamples to generate 95% confidence intervals. Finally, for the potential indirect effects in the model, bootstrap resampling will be used with resampling option set to 10 000 (Hayes, 2017). This will allow for the consideration of the significance of the indirect effects by also considering the 95% confidence intervals of the parameters.

1.5.7. Ethical Considerations

The study was conducted within the prescripts of ethical research standards. Participants were informed broadly about all facets of the study, which allowed them to make an informed decision of participating in the study voluntarily. They were also notified in advance to allow them to be prepared, as highlighted by (Foxcroft & Roodt, 2013). This was communicated through their supervisors before receiving the questionnaires. They were also informed of the study's voluntary nature, and measures were taken to ensure that their information was treated in the strictest confidence (De Vos, Delport, Fouche and Strydom; 2011). The first page of the questionnaire outlined all the information about the study, including the researcher's contact details and the study leader's. The intended purpose for sharing this information was for participants to use if they needed to raise concerns they might have regarding the study.

Informed consent was obtained in writing. Confidentiality and anonymity of participants was ensured. Personal identification information was not required to ensure anonymity. Envelopes were provided in which the questionnaires should be placed after completion. The sealed envelopes were placed in a secured container at a central location and collected after the agreed time frame of 10 days. Moreover, due diligence was applied in confirming that the researcher can carry out the aspects of the study competently and successfully. The study commenced once the Research Ethics Committee of the university had reviewed and approved the submitted research proposal. After the data has been collected, it was safely and securely stored at the NWU. Lastly, the researcher wrote up the research report correctly, factually, concisely and clearly. This include giving due credit to all the sources consulted while researching the phenomenon.

1.6. CHAPTER DIVISION

The chapters in this mini-dissertation are presented as follows:

Chapter 1: Introduction.

Chapter 2: Research article.

Chapter 3: Conclusions, limitations, and recommendations.

1.7. CHAPTER SUMMARY

In this chapter, the premise for the proposed research was outlined, and a literature review was conducted to establish a firm base regarding previous research findings and to conceptualise the technical constructs. Research objectives and hypotheses were formulated from the analysis of the literature review. The research methodology was broadly explained, which covered the research design, population and how the participants will be selected, data collection methods, and how the results will be reported. The measuring tools, the statistical techniques that will be utilised, which will be used to support the research questions and hypotheses, were discussed. Finally, an outline of the chapter division was also included.

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CHAPTER 2
RESEARCH ARTICLE

Investigating change fatigue, work engagement, organisational commitment, burnout, and turnover intentions in the South African insurance industry

Abstract

Orientation: The financial services industry is facing frequent changes globally due to changing technological advances and regulatory requirements. For the insurance industry, changing consumer demands and competition also trigger the need for change. Consequently, these changes could lead to change fatigue, ultimately resulting in declining employee well-being and productivity.

Research purpose: The purpose of this study is to investigate the relationship between change fatigue, work engagement, organisational commitment, burnout, and turnover intentions.

The motivation for the study: The outcomes of this research study will aid employers to understand the phenomenon of change fatigue and its ultimate impact on organisational performance and employee health (psychological well-being).

Research design, approach, and method: A quantitative research design was adopted. A survey was used as the primary data collection method, and it was distributed to a sample of 300 full-time employees in a South African insurance company. Responses were received from 294 participants. The survey design incorporated the following tools: The Change Fatigue Measure, Maslach Burnout Inventory – General Survey model (MBI-GS); the Utrecht Work Engagement Scale (UWES-9); the Organisational Commitment Questionnaire (OCQ) and the three-item Turnover Measure. The statistical method used to model the data was Structural Equation Modelling (SEM).

Main findings: The results of the study indicated that change fatigue had a positive relationship to burnout and turnover intentions, and change fatigue correlated negatively with work engagement and organisational commitment. The results also showed that burnout and work engagement were mediators in the relationships between change fatigue and the outcome variables of turnover intentions and organizational commitment.

Practical/Managerial implications: The organisation needs to be aware of and understand the reality of the phenomenon of change fatigue. This understanding will enable organisations to recognise change fatigue as a potential business risk and implement interventions that minimise the risk.

Contribution/Value-add: This study shows the important role of change fatigue on employee motivational states (burnout and work engagement) and on organisational outcomes (turnover intention and organisational commitment) within the South African insurance industry.

Keywords: Change Fatigue, Burnout, Work Engagement, Organisational Commitment, Turnover intentions, Insurance Industry

INTRODUCTION

The financial services industry has been experiencing dramatic changes since the global economic crisis of 2008 (Alagidede & Mangenge, 2016). The financial services industry in South Africa includes the following sectors: banking, insurance, micro-lending, pension funds, investment, and assets managers (Molly & Ronnie , 2019) . The financial services industry in South Africa is under pressure from several areas. Organisations across every segment of the industry are facing a host of challenges which impact on financial and operational viability. The sector is experiencing changes, challenging both regulators and traditional financial services firms to keep pace. Technological innovations are taking place at unprecedented speed. With the pressures of the Fourth Industrial Revolution (4IR) making its mark, technological transformations like artificial intelligence and the “internet of things” mean that human and digital systems can interact more profoundly than before (Chia, Lim, Sng, Hwang, & Chia, 2019).

The scope of the study was on an organisation in the insurance sector. The Finance and Business Services in South Africa is made up of various industries such as insurance, banking and financial related support institutions (Naicker & Van Der Merwe, 2018). The insurance business is one of the most competitive industries and faces multiple challenges. In 2018, Price Waterhouse Coopers published global trends that have reshaped the insurance industry between 2010 and 2018. Digitisation and digitalisation are currently business enablers, and most insurance companies have incorporated them as capabilities (Heydenrych & Luiz, 2018). Digital transformation is the combination of new and emerging technologies throughout the financial services sector to deliver superior client services and experiences successfully and efficiently. Digital technology is rapidly influencing the way consumers would like to engage in insurance activities (Da Veiga & Swartz, 2017). It brings together emerging technologies which include social media, cloud and mobile technologies, and analytics to provide a cost-effective and convenient distribution channel for consumers to use. Technological innovation is transforming the banking industry (Molly & Ronnie, 2019). Therefore, digital transformation is impacting organisational strategies and how businesses are being carried out.

The insurance industry is also affected by social media which has emerged as an influencer of social interactions and are capitalising on the use of social media network platforms to

enhance their footprint in the competitive landscape (Naicker & Van Der Merwe, 2018). In addition to technological and regulatory changes, the insurance industry has pressures to changes due to changing consumers' demands and competition. Consumer expectations are rapidly changing, and this influences their experiences. This is made possible by access to information and adoption of new technologies. These have placed pressures on organisations, including the insurance houses to relook their customer delivery models and this required business agility (Da Veiga & Swartz, 2017). As a result of the challenges outlined above, insurance companies are continually engaging in changes to anticipate customer needs and become more competitive and economical (Heydenrych & Luiz, 2018).

Constant adaptation and change are necessary for the insurance industry, as it is exposed to various influences, both internally and externally (Mukwakungu & Mbhowa, 2016). Organisational change is constant and affects all levels of the organisation. With these changes, organisational life becomes intense as organisations are striving to meet the demands of an ever-changing environment (Barker, McKeown, Wolfram-Cox, & Bryant, 2018). Ellis (2019) argued that as organisations transition to becoming more competitive, they refine and redefine organisational strategies. The concept of organisational change has been studied and covers a plethora of issues (Chaundry, Coyle-Shapiro, & Wayne, 2011; Choi, 2011; Rehman, Khalid, & Khan, 2012; Penava & Šehić, 2014). Rafferty and Griffin (2016) argue that above all the aspects of organisational change that have been studied, change frequency, impact, speed, and intensity have significant contribution and consequences on the acceptance of change management practices in organisations. Concurrently, the importance of organisational commitment and work engagement to mitigate the likelihood of turnover intentions and burnout is paramount during periods of change (Lynch, 2019).

On the other hand, when organisational change is frequent and rapid, it can have a profound harmful impact on expected employee performance and organisational outcomes (AbuKhalifeh & Som, 2013). At an individual level, the resultant strain experienced may result in occupational stress, job dissatisfaction, and turnover intentions (and in some instances resulting in actual turnover) (Blom, 2018). At an organisational level, it is likely to increase resistance to change which could potentially affect the objectives of the change initiatives resulting in poor organisational performance (Bartholomew, Ntoumanis, Ceivas, & Lonsdale, 2014). In an environment where changes are perceived as continual and

frequent, employees can experience organisational change fatigue (Brown, Wey, & Foland, 2018).

Flowing from the discussions on change fatigue, the aim of the research study was to examine the relationship between change fatigue, burnout, work engagement, organisational commitment, and turnover intention in an organisation within the South African insurance industry. While the current chapter aims to review current literature in relation to these broad themes, it will also cover the theoretical foundations underpinning the study of these concepts to respond to the identified research questions. Each theme/concept concludes with a hypothesised research question, and the research questions are amalgamated at the end of the literature review to present a hypothesised model that links the research questions based on the literature.

2.1. LITERATURE REVIEW

2.1.1. Change Fatigue

Change fatigue is described as an acquiescent and unreceptive attitude towards organisational change (Brown et al., 2018) stemming from a “feeling of being depleted or overextended beyond one’s capability to handle workplace demands” (Bernerth et al., 2011, p. 11). Yu (2009) argues that organisational changes can impose insurmountable pressure and stress for employees. When the rate of change is perceived as too frequent, adverse outcomes such as change fatigue may be expected (Akhtar, Bal, & Long, 2016; Camilleri, Cope, & Murray, 2019). When employees experience change fatigue, employees become detached, uninterested, and do not openly express their dissatisfaction about the organisational change (Camilleri et al., 2019). It is due to this passive behaviour that change fatigue remains unobserved and under-researched. Unsuccessful organisational change is normally associated with change resistance in the literature. However, we note that change fatigue is a not the same concept to resistance to change (Rafferty & Jimmieson, 2017). Resistant behaviours are deliberate activities; on the other hand, change fatigue is when employees become detached, indifferent, and inert about the changes (Brown et al., 2018).

Introducing excessive and frequent changes, whether planned or unplanned could impair an employee's adaptation resources and thus become ineffective and inefficient when they are required to respond to change activities (Choi, 2011). Humans' survival is a premise of the intrinsic need for anticipated and orderly surroundings. Thus, organisational changes must be presented in a considerate and progressive manner if the changes are to be bought-in by stakeholders, be viable, and effective. The perception that change is thoughtful, well planned, and managed appropriately reduces the strain often associated with sudden or impromptu changes. The drivers for successful implementation of any organisational change initiative are its timing, frequency, and organisation-wide shared values regarding ownership, contribution, anticipated impact as well as the support shown by leadership during the process (Frey, Robinson, Wong, & Gott, 2018).

For purposes of this study, change fatigue will be investigated in relation to its frequency and impact. **Change frequency** - Rafferty and Griffin (2006, p. 1154) described change frequency as a crucial and striking perception about "how often change has occurred in (an individual's) work environment". Change frequency influences an employee's attitude and the effect of the change processes (Neill, 2018). The more frequent the changes, the higher the likelihood of overlaps in the change agenda potentially leading to confusion, chaos, and burnout (Camilleri et al., 2019). Numerous, recurrent, extreme, or instantaneous changes are regarded as significant challenges in change implementation due to their negative impact on organisational performance (Brown et al., 2018). **Impact of change** is described by Gronstad (2017) as the perceived effect of the change on individual and organisational outcomes. Neill (2018) assessed the impact of organisational change on the individual, suggesting that the noticeable distinctiveness of a change be potentially harmful or threatening.

Although change fatigue shares similarities with other work-related concepts such as stress, burnout, and emotional exhaustion (Bernerth et al., 2011), change fatigue is different by its unique connection with organisational change. Change fatigue goes beyond discussing change failure, but also considers and questions the effect of recurrent organisational change on overall organisational and employee outcomes (McMillan & Perron, 2013). The concept of change fatigue changed from the discipline of management, which aimed to investigate consequences post recurrent organisational changes (McMillan & Perron, 2013). Still, there has been little research, even though changes have become the order of business daily (Brown et al., 2018).

The pace at which employees experience the change; can have unintentional effects if the evaluations regard changes as routine and excessive. Change fatigue as a concept in literature represents the overwhelming feeling of strain, fatigue, and burnout related to quick and constant change in the workplace (Camilleri et al., 2019). Change fatigue and extreme change appear within the literature and are associated with the adverse effects of recurrent or poorly managed change initiatives, or where changes are executed without a chance for a period of recovery or stabilisation (McMillan & Perron, 2020; Pietz, 2019). Change fatigue may grow over time and can put immense pressure on the stresses already experienced and as a result can reduce vigour, energy, dedication, individual, and team engagement and commitment which may risk exposing employees to perpetual burnout (Ellis, 2019).

Several factors are important in the context of the study work-related well-being. Among these are work engagement, burnout, organisational commitment, and turnover intention. Work engagement and burnout have received significant interest in South Africa (e.g. Barkhuizen & Rothmann, 2006; Buys & Rothmann, 2010; Coetzer, 2004; Crawford, LePine & Rich, 2010; De Beer, Rothmann Jr., & Pienaar, 2012; Rothmann & Pieterse, 2007; Rothmann & Joubert, 2007; Strydom, Mostert & Rothmann, 2006; Storm & Rothmann, 2003), as have turnover intention and organisational commitment (Bagraim, 2004; Martin & Roodt, 2007; Netswera & Rankhumise, 2005; Ntisa, 2015). Few studies have explored the impact of change fatigue on the above mentioned organisational and employee outcomes. Employee well-being is thus becoming imperative for organisational leaders, change management, or organisational development specialists to understand the relationship between change fatigue, work engagement, burnout, organisational commitment, and turnover intentions.

The theoretical models underpinning this study are the Job Demand-Resources model (JD-R model) and the Conservation of Resources Theory (COR) - positioning change fatigue as a unique demand in respect of burnout, work engagement, organisational commitment, and turnover intention. The basic premise of the JD-R model is that job demands must be balanced with sufficient job resources to enable employees to respond to job demands effectively. Job demands are characteristics in the working environment that induce strain in cases where they exceed the employee's ability to cope or adapt. More specifically, job demands are described as “those psychological, physical and organisational aspects of the job

that require sustained physical and psychological (cognitive or emotional) effort on the part of the employee and are therefore associated with certain physiological and psychological costs” (Bakker & Demerouti, 2007, p. 29). It cannot be assumed that job demands are always negative as jobs are inherently created to tackle demands within the organisational domain, and thus we should understand how we can play our part in improving the perceived strenuous impact. As is the case with change fatigue, demands turn into stressors when employees need to expend consistent energy without the necessary resource and from which employees may not adequately recover (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007), creating an imbalance.

Similarly, the COR theory seeks to explain the different weighting mechanism employed by employees when deciding about where, why, and how to apply or exert their resources (cognitive, emotional, personality, behavioural, financial) when responding to their task demands (Hobfoll, 1989). The conservation of resources (COR) theory departs from the basic tenet that individuals strive to secure, preserve, nurture, and protect their valuable resources to maintain their survival (Hobfoll, 1989). According to this approach, stress results when a recognised or the actual application of our valuable resources is anticipated to result in a loss. This is compounded when the organisation has set a precedent of failed and inappropriately managed initiative or initiatives that resulted in some form of perceived loss (Bakker & Demerouti, 2018). Simply put, it is when employees remain expected to face changing work demands without the valuable resources to mitigate against embedded stress of an ever-changing business environment and thus without psychological capital to sustain the resources for times of future need (Hobfoll, 1989).

Studies in occupational health and safety (OHS) and well-being literature have also demonstrated that a constant depletion of coping resources without replenishing or rejuvenation negatively interferes with the optimisation of an individual's psychological capital, which is comprised of optimism, resilience, hope, and self-efficacy which fall within the realm of Seligman's theory of positive psychology (Seligman, 1998). Stajkovic and Luthans (1997) argue that when employees are resisting change and feeling apathetic towards change, they can tap into their psychological capital. People are generally adaptive and resourceful; therefore they are able to see that using these processes will assist in behaviour modification towards change (Seligman, 1998). Whereas the COR approach has been applied to explain the nature of burnout and its relationship with work commitment and work

engagement (Leon, Halbesleben, & Paustian-Underdahl, 2015); inadequate psychological capital builds understanding of learned helplessness (opposite of learned resourcefulness, optimism, and positive sense of coherence). In line with defining change fatigue as frequent, repeated, and excessive demands to changes to organisational structure, workflows, or processes, the COR is adopted as the theoretical perspective. This theory assumes that employees will attempt to conserve their valuable resources and choose not to commit investing these when they are faced with what they perceived as unpredictable, unmanageable, and threatening conditions (Hobfoll, 1989).

In light of the indicated theorised negative relationship between the different factors or subscales defining change fatigue and employee well-being and organisational effectiveness, it is reasonable to hypothesise in line with Gronstad (2017) that the presence of any of the variables as mentioned above may upset and derail individual, group, and organisational change-management objectives. Behaviourally, when one invests resources, be it financial, human, intellectual, emotional, or psychological – there is often a reasonable expectation of a return on investment. It is, however, commonly accepted in business literature that individuals tend to invest and apply themselves more when they feel that they are doing so to achieve a specific objective. Consistently, evidence indicates that excessive work demands can be detrimental for both individual and organisational outcomes (Leka & Houdmont, 2010).

It is noted, however, that in-between navigating stressful events (such as organisational change processes), individuals need to restore and recover psychologically and physiologically before their redeployment to other demands (Ulrich, Simons, Losito, Fiorito, Miles & Zelson, 1991). According to the understanding of this stress recovery, the ability to recover from fatigue and stress can preserve executive functioning, such as complex problem solving and creativity (Ulrich et al., 1991). In light of this, change fatigue has the potential to induce a threat or strain response (stimuli with the potential to invoke negative outcomes). Change fatigue is not an outcome of a once-off event, but a consequence of events occurring over time. This assertion fits in with the conceptual definition of change fatigue as perpetually requiring employees to keep deploying their resources to perpetual changes even when they perceive such change to be detrimental, thus causing employee distress. Thus, departing from a reference point of such perceived loss with exerting one's resources in previous unfinished, uncompleted, failed projects, any additional changes will be perceived

as a loss rather than a gain (Blom, 2018). Unsuccessful previous change initiatives also lead to a poor individual and collective employee memory and sense of coherence, and thus impacts negatively on work motivation, engagement, flow, and willingness to engage in other future change activities (Walker & Harris, 2011); especially when the restoration process has not been achieved (Ulrich et al, 1991).

In light of the COR approach, it is reasonable to expect that in the scenario of perceived loss, the only reason individuals will want to invest their resources is to protect them from the perceived loss behaviourally by withholding their participation (Hobfoll, 1989). Without buffers such as work engagement and organisational commitment, repetitive work demands may lead to overstretched or exhausted resources, thus making the individual defensive and reluctant in order to preserve the self (Blom, 2018).

The pressures created by the ever-changing business environment and the demands from employees to tolerate these changes can impact the physiological, cognitive, emotional, and behavioural capital to meet these ever-increasing demands (Brown et al., 2018). It is worth noting that any reference point for the expected success of future changes will depend on the perceptions employees have about the efficacy of management of previous initiatives (Camilleri et al., 2019). Once change fatigue sets in, a culture of counterproductive behaviour is often observed at the individual level eventually impacting group and organisational outcomes (Chaundry et al., 2011). On the individual level, change initiatives are encountered with instant dissonance, resistance, pessimism, and indifference (Dool, 2009). The day-to-day core of the business and customer focus becomes forgotten (Camilleri et al., 2019). Accordingly, external stakeholders retract their positive reputation of the business and customer support dwindles. Morale, collegiality, and supervisor managerial relations across the entire organisation plummet and become toxic, employee marginalisation deepens, managers become disillusioned, and turnover increases with key personnel moving to new companies, sometimes competitors (Gronstad, 2017). Lastly, every change initiative is a disruption to all stakeholders. Customers, clients, suppliers, and employees now disregard any change initiative completely (Rafferty & Griffin, 2016). Resultant of this is work disengagement which can be postulated as an outcome of exhaustion, resource depletion, and burnout (Choi, 2011). Thus, the following section discusses work engagement.

2.1.2. Change Fatigue and Work Engagement

Work engagement has been described as an emotional commitment employee attach to their organisation and their activities, they (are willing to) work for, support, and contribute to continuing the organisation's success (Shin, Taylor & Seo, 2012). Involved employees prove care, dedication, enthusiasm, accountability, and results focus (Shin et al., 2012). A considerable (and recent) number of studies from academics and change practitioners have given attention and interest to the need to develop an engaging and satisfying working environment (Albrecht, Bakker, Gruman, Macey & Saks, 2015; Gracia-Sierra, Fernandez-Castro & Martinez-Zaragora, 2016; Gupta, Agarwal & Khatri, 2016; Leon et al., 2015; Rajak & Chandra, 2017; Rayton & Yalabik, 2014). Schaufeli & Bakker (2004) highlight that work engagement indicates high levels of energy (vigour) and involvement (absorption) in work processes and is measured by extra-role behaviours (dedication) and commitment. This is also how the current study has operationalised work engagement.

Research considers work engagement to be a primary antecedent to successfully implementing an organisational change initiative (Knight, Patterson & Dawson, 2019; Van der Voet & Vermeeren, 2017). The influence that organisational change could have on confidence and commitment of employees could be a major obstacle and a potential risk for leaders having to implement the changes (Camilleri et al., 2019). Decreasing employee morale and engagement may impact deliverables such as customer service and may cause resistance to change (sometimes covertly) — thus delaying the expected benefits to be achieved (Grant, 2017). Therefore, organisations must install measures to improve work engagement by aligning the values and objectives of the intended initiatives with employee potential in order to improve employee performance, goal attainment, business success, and the success of the managed change management (Lynch, 2019).

As Atkinson (2018) puts it, change can be successful if there is buy in from stakeholders and they have the requisite determination, eagerness, and motivation to drive it. Notably, with a continually changing work environment, Lewis (2012) argues that the pace and frequency of change can cause fragility to employees' energy, vigour, dedication, absorption, and identification. According to Dahl (2011), organisational change correlates positively with stress whilst Wanberg and Banas (2000) and Herold, Fedor, Caldwell and Liu, (2008) affirm that if the environment is not conducive for change initiatives, it will impact work

engagement. On the contrary, it appears that with the right environment, employees are keen to support organisational change (Waddell, Creed, Cummings & Worley, 2019). It is not that engaged employees do not become fatigued or burnt out or exhausted, but they have an intrinsic sense of satisfaction and have the necessary coping resources to extricate themselves out of potential stressors (Albrecht et al., 2015); thus it is therefore hypothesised that:

H1a: Change fatigue will have a negative relationship with work engagement.

Leka and Houdmont (2010) particularly noted that, when directed to disengaged employees, constant work demands can impose strain, leading to poor organisational commitment, which will be briefly discussed below.

2.1.3. Change Fatigue and Organisational Commitment

Job demands have been shown to impact work engagement and commitment to work, as discussed in the meta-analysis by Lee and Ashford (1996). With growing fierce competition from competitors and the need to remain unique to adapt to changing demands, Lee and Ashford (1996) support the notion that prolonged exposure to constant changes may induce feelings of exhaustion, therefore, attracting unwillingness to devote resources, with resultant heightened disengagement, poor work commitment, bad work ethic, and withdrawal behaviours. According to Mowday, Steers and Porter (1979), organisational commitment is the level to which an individual/employee identifies, and is enthused by his identification with the organisation to attach and be involved in actions in addition to what is dictated in a formal job description. Without buffers such as work commitment and engagement, responding to job demands may lead to perceptions of losses (Yousef, 2017). Responding to such demands require investing valued but depleted resources and energy on the employee's part (Blom, 2018). Organisations can no longer continue to ignore the effects of the demands on the well-being of employees (Dodge & D'Analeze, 2012).

When change is perceived as too frequent, this may ultimately affect employee well-being and organisational outcomes such as commitment which may result in turnover intention. In line with the need for work demands to tap into workers' critical psychological states, the COR approach posits that people invest where they will receive the psychological, emotional, physiological, financial, and developmental rewards with their investments (Hobfoll, 1992).

According to Salami (2008), the extent of workers' commitment to change or organisational processes, in general, has the potential to cultivate a healthy organisational climate, increase morale, motivate employees, and increase productivity. The impact of change fatigue can be related to low morale, anxiety, dwindling trust, loyalty, dedication, and commitment (Camilleri et al., 2019). Benette & Durkin (2000) demonstrated a positive relationship between perceptions of job satisfaction and employee who scored high in organisational commitment. Lack of commitment, on the other hand, has been reported to increase absenteeism and turnover intentions. Studies have also found that highly committed employees who had positive identification or perceptions of organisational fit were willing to take on extra-roles and regarded themselves as having the necessary coping resources to craft their way out of the stressors embedded in organisational change processes (Sofat, 2015).

Thus, in appreciating the determining role played by work commitment in as far as motivation, drive, and dedication to change, it is thus hypothesised that:

H1c: Change fatigue will have a negative relationship with organisational commitment.

2.1.4. Change Fatigue and Burnout

For purposes of this study, the framing of change fatigue lies in the argument that in the context of imposed business change, the emerging psychological wave of changing work demands perpetuates a stressing climate characterised by mounting fears, heightened anxieties, and futuristic insecurities (Dool, 2009). In turn, these stressors place constant taxation on the individual's physical, emotional, psychological, and cognitive capabilities (Akhtar et al., 2016). The perpetual state of being exposed to constant changes can lead to burnout. Differing definitions converge to the understanding of burnout as a response to prolonged exposure to stressors, and is a psychological syndrome of reduced professional efficacy (i.e., assessing one's competence and successes negatively); cynicism (i.e., having a negative, pessimistic dissent towards one's job) and emotional exhaustion (i.e., being worn-out of your emotional capabilities) (Maslach and Leiter, 2008; Schaufeli et al., 1996). Burnout occurs as a result of a complex interplay between individual and organisational factors. With empirical support, employee well-being and organisational effectiveness literature and practitioners long emphasised that the positive relationship between burnout and workplace stressors must be mitigated (Blom, 2018; Ellis, 2019). Organisational stressors

that tend to be associated with burnout are amongst others; unrealistic work demands, (Leiter & Maslach, 2009; Puleo, 2011), insufficient resources (Puleo, 2011), unreasonable pressures to complete work projects (Rabatin, Williams, Manwell, Schwartz, Brown & Linzer, 2016), lack of role clarity and unhealthy team dynamics (Puleo, 2017), and lower levels of autonomy or loss of job control (Leiter & Maslach, 2016). Many of these stressors are presented or can be aggravated by constant and frequent organisational change (Brown et al., 2018).

Therefore, it can be assumed that perceptions of frequent organisational change can harm employee motivation and psychological well-being (Blom, 2018). For example, frequent changes within an organisation are associated with employee psychological uncertainty about how the change will affect their lives, the level of control in decision making, and the impact such has on perceived significance of their work and autonomy (Vestal, 2013). Frey et al. (2018) argue that the outcomes of change fatigue can manifest itself through, negative and critical attitudes at work, low energy, little interest at and in work, high absenteeism rates, feelings of emptiness, and thinking of quitting work or changing roles. The consequences of burnout can be severe (Lu & Gursoy, 2016). Employee productivity may drop intensely, and this not only impacts one's career, but it negatively impacts teams, groups and the organisation as well. It is in such framing that the location of change fatigue itself cannot be one observed at the change management processes, but rather one which locates itself as an underlying attitude the employees acquired about the efficacy of handling other interdependent stages of the same process or management of previous change strategy. Since the change in itself implies transitioning to a wholly or relatively new environment, employee well-being and organisational effectiveness literature have long established that change is itself a stressor and cautioned around its effective management. Thus, it is reasonable to hypothesise that:

H1b: Change fatigue will have a positive relationship with burnout.

2.1.5. Change Fatigue and Turnover Intention

Turnover intention denotes the employees' intention to withhold their labour and thus stop working for an organisation (Santoso, Sitompul & Budiartanto, 2018). Within the organisational studies, turnover intention is defined as "the reflection of the probability that an individual will change his/her job within a certain time period" (Lu & Gursoy, 2016: pg.

212). In this study, the turnover intention will be defined as “the degree to which an organisational member believes he or she would terminate his or her position at some unspecified time in the future” (Sjoberg & Sverke, 2000). Synonymous concepts to turnover intentions in literature have motivated an examination of terms such as attrition, resign, and organisational exit (Yucel, 2016). Sager, Griffeth and Hom (1998) classified turnover intention as a cognitive decision dominant in an employee’s outlook towards the organisation and conduct which will influence whether they either stay or leave the organisation. It is therefore prudent that the work environment and its job characteristics should be designed in such a way that they contribute positively to the perceptions and attitudes the employees have acquired of the organisation, its priorities, intents, and vision and mission of change (Janssen, De Jonge & Bakker, 1999).

Turnover intention can be classified as withdrawal behaviour similarly to absenteeism and tardiness (Gupta et al., 2016). The literature demonstrates that employees who score high on turnover intention are likely to express that they were actively seeking another job. They tend to be less involved in responding to their current duties and responsibilities; the more this conundrum persists (Shin et al., 2012). Due to unavoidable spill-overs, turnover intentions, in turn, negatively affect the performance of the remaining employees. The extra or surplus work from the low performing, poor committed employee(s) must be allocated and processed by other workers, thus creating an unintended workload and possibly effort-reward imbalances (Williams, 2017). Rafferty and Griffin (2016) demonstrated that the frequency in which organisational changes are rolled-out was a critical factor in forming perceptions about the soundness, reasonableness, preparedness, and willingness to engage in any proposed change activities.

Moreover, the timing and impact of the change are also critical factors worth consideration by any change agent or organisational development practitioner, for example, initiating new procedures during a busy time is risky (Frawley, Meehan, & De Brun, 2018). Employees draw inferences from the time the changes are implemented and draw inferences whether the changes are too frequent and constant (Blom, 2018). Studies have indicated that in response to frequent changes, when employees experience high levels of ambiguity, turnover intentions are heightened; which is an actual precursor to leaving the organisation eventually (Vestal, 2013).

The current study encompasses the work of Rafferty and Griffin (2016) by scrutinising the relationship between change fatigue and turnover intention. The proposition offers a base for understanding how frequent changes may relate to employees' turnover intention. It suggests that if employees perceive "a shock to the system" such as change fatigue, they will start to think about voluntarily leaving their jobs (Waterworth, 2017). A shock can be expected or unexpected that stimulates employees to think about the current situation and its inferences with regards to their current job and future in the organisation. It is therefore hypothesised that:

H1d: Change fatigue will have a positive relationship with turnover intention.

2.1.6. Work Engagement and Burnout as Potential Mediators

Work engagement and burnout are positioned as potential mediators in the current study. Burnout and engagement are viewed by some as the opposite of the same pole i.e. they are overlapping concepts (Gabel Shemueli, Dolan, & Suarez-Ceretti, 2016). The outcomes of burnout in employees are evident through exhaustion, cynicism, and inefficacy which are contrary to work engagement characterised by vigour, involvement, and efficacy (Schaufeli, Bakker, & Salanova, 2006). The work engagement-burnout continuum has been researched extensively in studies conducted by various scholars such as Maslach, Schaufeli, and Leiter (2001); Schaufeli and Bakker (2003); Schutte, Toppinen, Kalimo, and Schaufeli (2000). Therefore, work engagement and burnout show similar patterns of associations with several job characteristics which share a variance of between 10% to 25%, and are moderately negatively correlated (Gabel et al., 2016; Leon et al., 2015).

Work engagement has been explored broadly as an important mediator in numerous turnover intentions and organisational commitment studies (Santoso et al., 2018; Zhao & Zhao, 2017). Halbesleben and Wheeler (2008), asserts that the relationship between work engagement and turnover intentions can be described by one's dedication and emotional investment in one's job. Therefore, a highly engaged employee will be less likely to leave the organisation. On the other hand, in a study conducted by Rothmann and Visser (2009), it can be concluded that turnover intention and declining organisational commitment is significantly influenced by burnout which could have escalated after a good few years in the same job and experiencing high job demands. Thus, it is therefore hypothesised that:

H4a: Change fatigue will have an indirect relationship to organisational commitment through burnout.

H4b: Change fatigue will have an indirect relationship to turnover intention through burnout.

H5a: Change fatigue will have an indirect relationship to organisational commitment through work engagement.

H5b: Change fatigue will have an indirect relationship to turnover intention through work engagement.

The hypotheses and its interrelations are depicted in Figure 1 below.

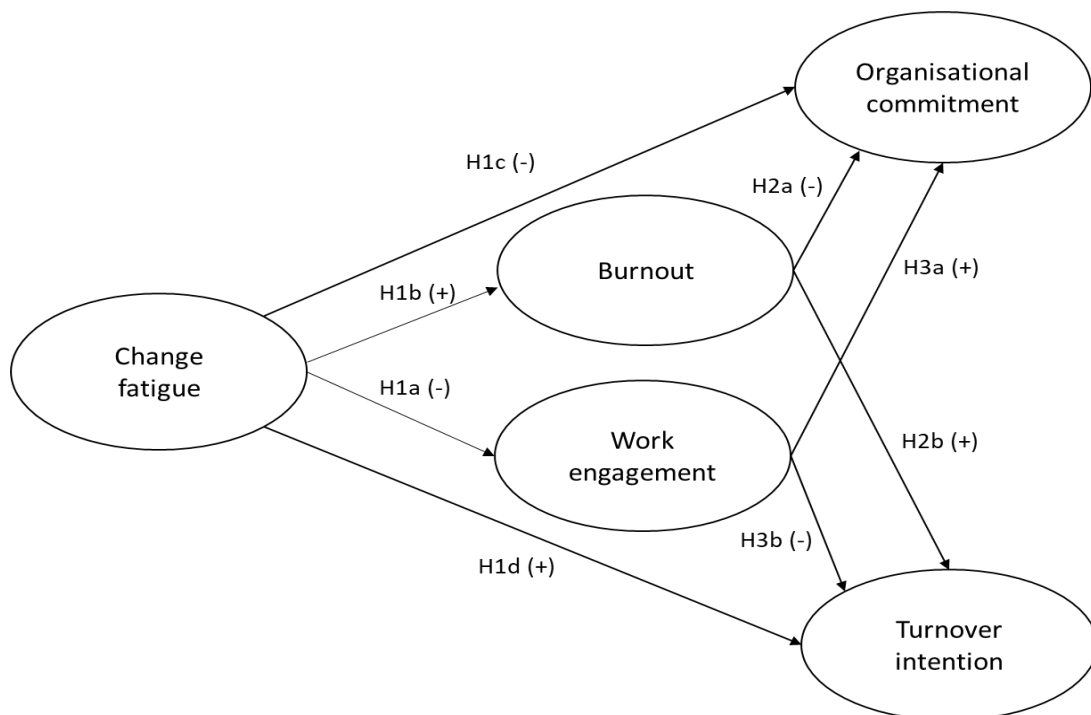


Figure 1. *The hypothesised structural model for the research study.*

In summary, the study aims to investigate the relationship between change fatigue, work engagement, organisational commitment, burnout, and turnover intention. Change fatigue as a unique job demand can impact work engagement. Vigour and dedication as components underlying work engagement can enable one to succeed when confronted with hardships (Connor & Davidson, 2009) and the workplace can help assist withstanding significant disruptions to change but change fatigue can impact the components negatively. Rapid and vast changes within the working environment can result in negative outcomes for the

organisation. The outcome is the risk for undesirable consequences, which become more prevalent when employees perceive change as too frequent.

2.2. RESEARCH DESIGN

2.2.1. Research Approach

The study employed a quantitative research methodology which finds “evidence for theory through measurement of variables that produce numeric outcomes” Field (2009, p.792). A cross-sectional design was used as the research design for this study. Data was collected through a survey questionnaire. This design is also suited to examine correlations amongst variables.

2.2.2. Research Participants

Employees within an insurance company were the target population for the study. The research participants were selected based on its availability and willingness to participate therefore, convenience sample was chosen as the sampling technique (Bryman, 2012). The nature of the study is quantitative, and therefore the study aimed at collecting data from at least $n=300$ of which 98% was achieved ($n=294$). The characteristics of the participants included in the study are diverse, such as age, gender, ethnicity, educational levels and organisational tenure as outlined in Table 1 below.

Table 1: Characteristics of the Participants ($n= 294$)

Item	Category	Frequency	Percentage
Age	19 - 25	22	7%
	25 - 30	53	18%
	30 - 35	43	15%
	35 - 40	50	17%
	40 - 45	49	17%
	45 - 50	39	13%
	50 - 55	17	6%

	55 - 60	14	5%
	60+ years	5	2%
	Missing Values	2	1%
Gender	Male	98	33%
	Female	195	66%
	Missing Values	1	0%
Ethnicity	African	102	35%
	White	72	24%
	Asian	1	0%
	Coloured	89	30%
	Indian	27	9%
	Other	0	0%
	Missing Values	3	1%
Education	High School	83	28%
	Diploma	79	27%
	Degree	93	32%
	Postgraduate	34	12%
	Missing Values	5	2%
Organisational Tenure	1 - 5 years	30	10%
	5 - 10 years	43	15%
	10 - 15 years	74	25%
	15 - 20 years	54	18%
	20 - 25 years	21	7%
	25+ years	64	22%
	Missing values	8	3%

The sample was made up of employees within a division in an insurance company (n=294). The average mean age of the participants is 38.8 and standard deviation (SD = 10.10). Of the 294, 66% (195) were females and 33% (98) were males. Much of the sample were African people (102) making up 35% of the participants. Coloured people made up 30% (89), 24% (72) were white people and 9% (27) were Indian people. Much of the sample had obtained a degree, either a graduate degree or honours degree (32%), followed by 28% who have obtained a Grade 12 qualification and Diploma (27%). In terms of the participants'

organisational tenure, 25% of the participants were employed between ten to fifteen years, whilst 22% of participants were employed for 25 years or more, respectively.

2.2.3. Measuring Instruments

A *biographical questionnaire* was used to outline the biographical features of the participants, such as gender, age, ethnicity, educational level, and organisational tenure within the current organisation. This data was gathered to describe the elemental sample composition.

Change fatigue: A six-item change fatigue measure ($\alpha = 0.84$) developed by Bernerth et al. (2011) was utilised to measure change fatigue perceptions. Items include statements, such as “Too many changes are introduced at my organization” and “I am tired of all the changes in this company”. This questionnaire measures the general perception of employees with regards to the frequency and impact of organisational change. The measurement scale uses a seven-point Likert scale, ranging from 1 (Strongly disagree) to 7 (Strongly agree).

Work engagement: This construct was measured with the adapted version of the 9-item Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker (2003). The UWES consists of nine items, which consists of three vigour items (e.g. “I get carried away when I’m working”), three dedication items (e.g. “I am enthusiastic about my job”) and three absorption items (e.g. “I get carried away when I’m working”) (Schaufeli & Bakker, 2003). All items will be scored on a 7-point scale ranging from 0 (Never) to 6 (Always). The UWES is a reliable measure and has been applied in the South African context as evidenced in studies conducted by Strydom, Mostert and Rothmann (2006) and Storm and Rothmann (2003) with acceptable reliability coefficients.

Burnout: The Maslach Burnout Inventory – General Survey (MBI-GS); (Maslach, Schaufeli & Lieter, 2001) was utilised to measure the Burnout construct. The measure is made up of three subscales: Exhaustion with items such as “I feel used up at the end of the workday,” cynicism also with five items, such as “I have become less enthusiastic about my work”. The internal consistency for all the three sub-scales of burnout range from 0.73 to 0.89 respectively (Maslach & Jackson, 1981). The measure used a 7-point Likert scale ranging from 0 (Never) to 6 (Daily). The use of the MBI-GS has proved to be a reliable measure with

coefficients that have been reported as 0.87 and 0.89 for components within the South African context (Rothmann & Barkhuizen, 2008).

Organisational commitment: The scale of Allen and Meyer (1990) was used to measure affective organisational commitment. Five statements rated on a seven-point Likert scale, with 1 (Strongly disagree) and 7 (Strongly agree). An example statements are, “I feel a strong sense of belonging to my organisation”. The scale's reliability has been shown to be 0.80 within South Africa (Pienaar, Sieberhagen, & Mostert, 2007).

Turnover intentions: was measured with a one factor scale developed by Sjoberg and Sverke (2000). The items are measured with three items (e.g. “I am actively looking for other jobs”). The items are measured on a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree). This scale has been proven to be reliable within the South African context, with Cronbach's alpha coefficients ranging between 0.74 (Pienaar, Sieberhagen & Mostert, 2007) and 0.79 (Diedericks & Rothmann, 2014).

2.2.4. Research Procedure

Prior to the commencement of any study, the researcher is required to ensure that approval is granted by the academic institution and the organisation/bodies where data will be collected from. For the current study, ethical clearance was granted by the research committee of the Faculty of Economic and Management Sciences of North-West University (NWU-0075-18-S4). Furthermore, permission was sought from the executive management of a large South African insurance organisation to gain access to the employees to participate in the study. The sample was chosen from a division which was diverse enough to represent the population. A total of 300 self-administered questionnaires were utilised to collect data. These questionnaires were distributed to various departments within the division. The researcher received back a total of 294 completed questionnaires which reflects a response rate of 98%. In order to protect the confidentiality of participants, the researcher ensured that sealed boxes were placed in areas that were accessible to employees where they could deposit completed questionnaires. The first step in analysis was capturing the data on Excel to check for errors.

2.2.5. Statistical Analysis

Mplus 8.4 was used to conduct statistical analysis (Muthen & Muthen, 2017). Latent variable modelling was implemented, specifically a confirmatory factor analysis (CFA; Brown, 2015) model to examine the soundness of the measurement model. To confirm the validity of the model, the guidelines as outlined by Van de Schoot, Lugtig and Hox (2012) were utilised which indicates, in that, the acceptable value of 0.08 and below is acceptable for the root mean square error of approximation (RMSEA); for the Tucker-Lewis index (TLI) and comparative fit index (CFI) values of 0.90 and above are acceptable. Cronbach alpha coefficient was utilised to test the reliability; while the correlations between the constructs were defined using the Pearson product-moment correlation coefficients (Clark & Watson, 1995). In order to determine the practical significance of the correlation coefficient, the effect sizes were set as follows: large effect at $r \geq 0.50$ and $r \geq 0.30$ for medium effect (Cohen, 1992). To determine the statistical significance, $p < 0.05$ was used. Finally, Figure 1 depicts the structural model the regression coefficients of the hypothesised relationships and these were proven by the size and directions of the beta coefficients. Bootstrapping was utilised to determine the existence of the potential indirect relationships with 10 000 draws and 95% confidence intervals (Preacher & Hayes, 2008). If the 95% confidence interval does not include zero, the effect will be considered significant.

2.2.6. Ethical Considerations

Participants were informed broadly about all facets of the study, which allowed them to make an informed decision of participating in the study voluntarily. A covering letter outlining the topic of the research and a description of the questionnaire. A consent form outlining the purpose and objective of the research and pertinent information related to the rights of the participants. Confidentiality and anonymity of participants was ensured. Personal identification information was not required to ensure anonymity. Envelopes were provided in which the questionnaires should be placed after completion. The study commenced once the Research Ethics Committee of the University had reviewed and approved the submitted research proposal. After the data was collected, it was captured on an Excel sheet and all completed questionnaires are safely stored at the NWU.

2.3. RESULTS

This section outlines the results of the study.

2.3.1. CFA Measurement Model

Table 2 : Model Fit Indices

Model	CMIN/df	TLI	CFI	RMSEA
Goodness-of-fit indices	1.923	0.924	0.931	0.056
Acceptable threshold levels	< 3.000	> 0.900	> 0.900	< 0.080

Notes: df = degrees of freedom; CFI = comparative fit index; TLI = Tucker-Lewis index; RMSEA = root mean square error of approximation;

Based on the above measurement indices, the hypothesised model fits the data set (RMSEA = 0.056; CFI = 0.931; and CMIN/df = 1.923).

Table 3: Standardised Loadings of the Latent Factors

	Loading	SE	<i>p</i>	<i>R</i> ²
Change Fatigue				
K98	0.78	0.03	0.001	0.61
K99	0.75	0.03	0.001	0.57
K100	0.75	0.03	0.001	0.57
K101	0.92	0.01	0.001	0.85
K102	0.94	0.01	0.001	0.89
K103	0.92	0.01	0.001	0.86
Work Engagement				
B12	0.68	0.04	0.001	0.47
B13	0.83	0.02	0.001	0.69
B14	0.72	0.03	0.001	0.53
B15	0.76	0.03	0.001	0.59
B16	0.67	0.04	0.001	0.45
B17	0.86	0.01	0.001	0.74
B18	0.86	0.01	0.001	0.76

B19	0.69	0.03	0.001	0.49
B20	0.64	0.05	0.001	0.41
Exhaustion				
G74	0.82	0.02	0.001	0.68
G76	0.81	0.02	0.001	0.66
G78	0.85	0.02	0.001	0.73
G84	0.84	0.02	0.001	0.72
H87	0.8	0.03	0.001	0.65
Cynicism				
G75	0.77	0.03	0.001	0.6
G80	0.86	0.02	0.001	0.76
G81	0.89	0.03	0.001	0.8
H86	0.4	0.05	0.001	0.17
H88	0.77	0.03	0.001	0.6
Organisational Commitment				
I90	0.73	0.03	0.001	0.54
I91	0.58	0.06	0.001	0.34
I92	0.88	0.02	0.001	0.78
I93	0.92	0.01	0.001	0.85
I94	0.83	0.03	0.001	0.69
Turnover Intentions				
J95	0.83	0.03	0.001	0.69
J96	0.81	0.02	0.001	0.66
J97	0.91	0.02	0.001	0.83
Burnout				
Exhaustion	0.8	0.04	0.001	0.65
Cynicism	0.97	0.02	0.001	0.96

Notes: SE = Standard error; All p-values < 0.001

All the items loaded significantly on their respective factors (average $\lambda = 0.64$; SE = 0.12) and the latent factors explained a significant amount of variance in all the corresponding items. The standard errors of the estimates were also relatively low, indicating accuracy in the estimation process.

2.3.2. Reliability Coefficients and Correlation Matrix for the Study Variables

Table 4: Correlation Matrix

	1	2	3	4	5	6	7
1. Change fatigue	(0.95)						
2. Engagement	-0.48	(0.92)					
3. Exhaustion	0.47	-0.61	(0.92)				
4. Cynicism	0.57	-0.74	0.79	(0.87)			
5. Burnout	0.58	-0.76	0.80	0.98	(0.82)		
6. Commitment	-0.48	0.68	-0.52	-0.63	-0.64	(0.89)	
7. Turnover intentions	0.56	-0.61	0.61	0.74	0.75	-0.70	(0.89)

Notes: Reliability coefficients in brackets on the diagonal; All correlations significant at the $p < 0.001$ level; Correlation is practically significant: $r = 0.30-0.49$ (medium effect); Correlation is practically significant: $r > 0.50$ (large effect).

From the correlation matrix above, the strength of the relationships found among the variables is clear. The correlation matrix indicates that change fatigue correlated positively with other constructs with medium to large effects at significant levels of $p = 0.05$. Specifically, change fatigue with exhaustion ($r = 0.47$, medium effect); cynicism ($r = 0.57$, large effect); burnout ($r = 0.58$, large effect), and turnover intentions ($r = 0.56$, large effect). Change fatigue correlated negatively with engagement ($r = -0.48$; medium effect) and organisational commitment ($r = -0.48$; medium effect). A positive relationship was evident between engagement and organisational commitment ($r = 0.68$, large effect). Turnover intentions had a strong and negative relationship with organisational commitment ($r = -0.61$, large effect) and work engagement ($r = -0.70$, large effect). A very strong relationship existed between exhaustion and cynicism ($r = 0.98$; large effect) once again providing evidence that burnout should be operationalised as a standalone as evidenced in the literature and the current study (Bakker, Demerouti, & Sanz-Vergel, 2014). The proposed hypotheses are supported by the results of the study.

2.3.3. Structural Paths and Regression Analysis

Table 5: Structural Paths and Regression Analysis

Structural path	β	S.E.	p	Results
Change Fatigue → Commitment	-0.12	0.07	0.077	Not significant
Burnout → Commitment	-0.25	0.11	0.017*	Significant
Work engagement → Commitment	0.47	0.07	0.001**	Significant
Change Fatigue → Turnover intention	0.16	0.08	0.049*	Significant
Burnout → Turnover Intentions	0.57	0.09	0.001**	Significant
Work engagement → Turnover intention	-0.16	0.08	0.041*	Significant
Change Fatigue → Burnout	0.61	0.06	0.001**	Significant
Change Fatigue → Engagement	-0.5	0.05	0.001**	Significant

Notes: β = beta coefficient; S.E. = Standard error; * $p < 0.05$ ** $p < 0.01$; *** $p < 0.001$.

The path results shows that all of the hypotheses are supported, i.e. all paths were significant at the $p < 0.05$ level and even at the level of $p < 0.01$ except the direct path to organisational commitment from change fatigue that is statistically non-significant at 0.05 level of significance. Specifically, burnout showed significant negative path relationships towards organisational commitment ($\beta = -0.25$, S.E. = 0.05; supporting H_{2a}), and while work engagement showed a positive significant relationship towards organisational commitment ($\beta = 0.47$, S.E. = 0.07; supporting H_{3b}). Change fatigue indicated a positive path relationship to turnover intentions ($\beta = 0.16$, S.E. = 0.08; supporting H_{1d}), while burnout showed a positive path relationship towards turnover intentions ($\beta = 0.57$, S.E. = 0.06; supporting H_{2b}). However, work engagement intentions yielded a negative path relationship with turnover intentions ($\beta = -0.16$, S.E. = 0.08; supporting H_{3b}). Finally, change fatigue had a significantly positive path relationship towards burnout ($\beta = 0.61$, S.E. = 0.06; supporting H_{1b}). Change fatigue showed a negative path relationship with work engagement ($\beta = 0.61$, S.E. = 0.06; supporting H_{1a})

2.3.4. Indirect Effects and Potential Mediation

The mediating effects of engagement and burnout were analysed to test Hypotheses 4a to 5b. The indirect relationship from change fatigue to commitment through burnout was significant

(Estimate = -0.15; 95% CI [-0.30, -0.03]). The indirect relationship from change fatigue to commitment through work engagement was also significant (Estimate = -0.24; 95% CI [-0.33, -0.15]). The indirect relationship from change fatigue to turnover intentions through burnout was significant (Estimate = 0.35; 95% CI [0.23, 0.50]). The indirect relationship from change fatigue to turnover intentions through work engagement was significant (Estimate = 0.08; 95% CI [0.01, 0.17]).

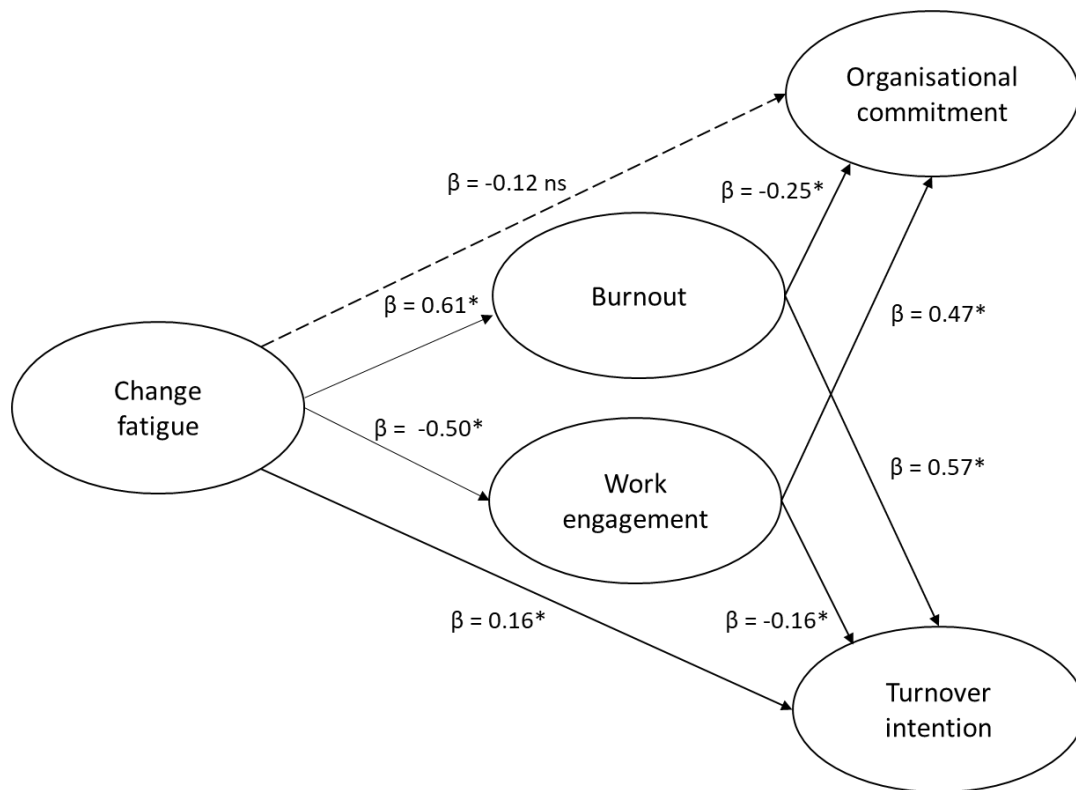


Figure 2. *Structural model results*

2.4. DISCUSSION

The aim of the study was to investigate the relationship between change fatigue, work engagement, organisational commitment, and turnover intention. This study can be considered as important as there is limited research that investigate all the constructs in one study, more specifically in the insurance industry. This will contribute to enhancing the knowledge within the literature and organisational psychology-related fields. The research will provide insights and encourage interest to promote a better understanding and further research on the role of change fatigue in its relation to burnout, work engagement, and how these affect the organisational outcomes of organisational commitment and turnover intention.

Based on the hypothesised model, it can be concluded that change fatigue had a relationship with all the variables indicating that exposure to frequent organisational changes increases the likelihood that employees will have decreased work engagement, increase burnout risk, decreased organisational commitment, and the likelihood of employees thinking about leaving the organisation (Camilleri et al., 2019; Ellis, 2019). Change fatigue was considered a job demand and is perceived as a loss because meeting this demand requires the investment of valued resources (Brown et al., 2018). Change fatigue had a negative relationship with work engagement supporting hypothesis 1a (Van der Voet & Vermeeren, 2017). This can be explained by change fatigue, as a unique job demand, which impacts work engagement due to the depletion of the employee's energy – leading to reduced vigour (Bakker & Demerouti, 2007). With the economic difficulty and uncertainty as currently experienced within the South African insurance industry, it is prudent that organisations have an engaged (focused and committed) workforce that believes in the organisation's goals (Blom, 2018). The results show that change fatigue due to frequent organisational changes could lead to lower levels of engagement (Brown et al., 2018). The components of work engagement, vigour and dedication enables one to flourish in the face of hardship (Connor & Davidson, 2009) and in the workplace can help assist withstanding significant disruptions to change, but change fatigue can therefore impact the components negatively that make up the work engagement construct.

The relationship between change fatigue and burnout was positive and significant (supporting hypothesis 1b). This can be explained by change fatigue acting as a job demand which increases employee exhaustion as well as cynicism (Bakker & Demerouti, 2017; Bakker & Demerouti, 2007). This in turn leads to increased turnover intention as has been documented in literature, such as Brown et al. (2018) who argue that after persistent exposure to constant changes, employees may become exhausted and distance themselves from their work and this could lead to them displaying signs of burnout, and eventual turnover intention (Bakker & Demerouti, 2007; Bakker & Demerouti, 2017). Emotional exhaustion is the core component of the burnout syndrome (Schaufeli, De Witte & Desart, 2019). It is a condition that is on the rise among workers in the 21st century as organisations start experiencing a decrease in performance and effectiveness at work, because of negative attitudes and behaviours associated with burnout (Gracia-Sierra et al., 2016).

Change fatigue had a negative relationship with organisational commitment (supporting hypothesis 1c) and positive relationship with turnover intentions (supporting hypothesis 1d). This implies that as change fatigue increases, organisational commitment decreases. Organisational commitment is an affective state in which employees have a desire to commit and remain in the organisation's membership (Dennis, 1998). This is because employee commitment has been recognised as one of the major determinants of higher levels of job performance, lower absenteeism, lower turnover, and organisational effectiveness. When change is too frequent, employees can become detached, indifferent, and not openly express their dissatisfaction about the organisational change (Dool, 2009). This can ultimately affect employee well-being and organisational outcomes such as commitment (Soenen & Melkonin 2017).

When engagement increased, so did organisational commitment (supporting hypothesis 3a). This was indicated by the relationship between the two variables. Burnout and turnover intentions indicated a positive relationship (supporting hypothesis 2b). Data indicates if one experiences burnout, cynicism, and exhaustion, it increases their likelihood of wanting to leave the organisation. Work engagement also had a negative relationship with turnover intentions (supporting H3b). Practically, once an employee's work engagement levels decrease, they will be more likely to consider leaving the organisation.

Finally, the indirect relationships of engagement and burnout were tested for hypotheses 4a to 5b. There was an indirect relationship from change fatigue to commitment through burnout that was significant (supporting hypothesis 4a). The indirect relationship from change fatigue to turnover intentions through burnout was significant (supporting hypothesis 4b). There was also, a negative indirect relationship from change fatigue to commitment through work engagement that was significant (supporting hypothesis 5a). Finally, there was an indirect relationship from change fatigue to turnover intentions through work engagement which was significant (supporting hypothesis 5b). These mediation results are in line with the energetic and motivational processes of the JD-R model (Bakker & Demerouti, 2007, 2017).

2.4.1. Practical Implications

The study contributes to existing literature on change fatigue, work engagement, burnout, organisational commitment and turnover intentions by providing insights into their

relationships. The insurance industry is a fast-growing industry and constant organisational change has become a norm for them in order to remain competitive. Change fatigue is an emerging phenomenon in South Africa. This study was a step towards advancing knowledge on change fatigue and how it impacts on work engagement, burnout, organisational commitment, and turnover intentions.

Cognisance should be taken to the effects of change fatigue as it is fast emerging as a risk and as such and should be reflected on the HC risk matrix. Human Capital (HC) risk management is a part of the human capital value chain. Constant and frequent changes can have an impact on the organisation and individuals resulting in change fatigue. The results of the study further provide insurance companies should effectively deal with change fatigue and create conducive environments. It is vital for organisations as it highlights all people-related risks. Organisations can then be proactive and develop risk mitigation interventions. Once organisations understand how change fatigue impacts on individuals and employees, organisational leaders and change specialist will develop interventions to curb its influence. This can be done by facilitating work engagement (for example through communication, involvement, empowerment, etc.) which will influence organisational commitment as the results demonstrated a significant relationship between the two constructs. The study places change fatigue as a job demand having a significant impact on work engagement and organisational commitment which can potentially result in burnout and intention to quit. The study also highlights that as the world evolves, change becomes inevitable and that employees experience and cope with change differently.

2.4.2. Conclusion

The overall aim of the study was to investigate the relationship between change fatigue, work engagement, burnout, organisational commitment, and turnover intentions in a South African insurance industry. Results of the study indicated that change fatigue had significant negative relationship with burnout and turnover intentions; and negative relationship with work engagement and turnover intentions. The findings imply that disengaged employees will not support change initiatives resulting in decreased organisational commitment and could end up with ideas of leaving the organisation. On the other hand, the frequency of the changes could result in burnout employees.

Burnout correlated significantly with turnover intention in the current study. When employees start presenting symptoms of burnout – cynicism and exhaustion they tend to have ideation of leaving the organisation. Constant and frequent organisational changes lead to low levels of engagement. Work engagement correlated positively with organisational commitment but negatively with change fatigue and turnover intention. This indicates that engaged employees will stay with the organisation but as soon as they experience frequent and constant changes, they will leave the organisation. The study also highlighted that burnout and work engagement mediated the inter-relationships.

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CHAPTER 3
CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

The main objective of the study was to investigate the relationship between change fatigue work engagement, organisational commitment, burnout, and turnover intention. The discussion below will highlight the results in respects of sub-objectives.

3.1. THE FIRST OBJECTIVE

The first objective was to determine how change fatigue, burnout, work engagement, organisational commitment, and turnover intention are conceptualised in the literature.

When organisations embark on change initiatives, it is usually intended for specific purposes. These changes can impact organisations and individuals and can have unintended consequences, more particularly if the change occurs frequently. The effects of frequent changes can lead to change fatigue – a topic which is fast becoming a topic of interest within the management studies and receiving attention from various scholars and researchers (Bernerth, Walker, & Harris, 2011; Dilkes, Gray & Cunningham, 2014; Elving, Hansma & De Beer, 2011; McMillan & Perron, 2013; Stensaker, Falkenberg, Meyer, & Haueng, 2002). The conceptualisation and operationalisation of change fatigue is approached from different angles, for example some researchers chose to focus on the outcomes and impact on individuals (Dilkes et al., 2014; Elving et al., 2011; McMillan & Perron, 2013; Stensaker et al., 2002). The outcomes of change fatigue can range from individuals experiencing exhaustion, reduced job satisfaction, resilience (Brown, Wey, & Foland, 2018), influence team effectiveness (Camilleri, Cope, & Murray, 2019), and organisational effectiveness in managing change initiatives (Pietz, 2019). Change fatigue can result in employees reacting negatively to organisational change initiatives. Prolonged feelings of apathy, anxiety, etc. can leave employees unenthusiastic about the change. For purposes of this study, the researcher opted for the definition by Bernerth et al. (2011) that change fatigue is perceived as too much change.

Burnout is characterised by lingering cognitive and physical exhaustion, and a negative mindset, feelings of persistent ineptitude. Sudden loss of interest in doing familiar things starts to prevail which can result in mental and emotional distance and decreased social interaction (Axtell, 2002; Akhtar, Bal, & Long, 2016; Blom, 2018). Within the context of the study, burnout is conceptualised as consisting of two distinct elements; namely cynicism and

exhaustion (Rothmann, 2003). Some of the characteristics of exhaustion are psychophysical exhaustion and psychological distancing from work. (Leiter & Maslach, 2001). Work strains lead to emotional exhaustion – which is indicative that the employee no longer has the capacity to deal with work demands (Ellis, 2019).

Work engagement has been described as an emotional commitment employee attach to their organisation and the activities, they (are willing to) work for, support, and contribute to continuing the organisation's success (Shin, Taylor & Seo, 2012). Work engagement is a psychological state as evidenced by (Schaufeli et al., 2006). According to Schaufeli and Bakker, (2004), the description of an engaged employee is characterised by three components – vigour (how much drive employees have), dedication (how much commitment and perseverance employees possess) and absorption (how preoccupied or how much interest employees have in their work). A highly engaged workforce will yield positive outcomes for the organisation.

Organisational commitment is defined as the state wherein an employee is attached to the organisation and how involved they are in their job activities (Fedor, Caldwell, & Herold, 2006). It is a psychological frame of mind which defines one's relationship with their employing entity and influences their decision to stay with their organisation (Fernet, Austin, & Vallerand, 2012). Highly committed employees contribute to positive outcomes such as organisational effectiveness and this can enhance employee productivity and well-being (Gupta, Agarwal, & Khatri, 2016). The opposite exists with employees with organisational commitment which can manifest itself through job dissatisfaction, less productivity, and reduced effort often leading to cynicism (Khan, Jehan, Shaheen, & Ali, 2018).

Turnover intention is considered an essential component of organisational behaviour. It is described by Zhao and Zhao (2017) as the mindful and careful consideration by an employee to leave their current employment. It is a cognitive process that evolves, and it is the last part of the disengagement process (Mobley, Horner, & Hollingsworth, 1979). Turnover intention can be understood as an antecedent to leave the organisation permanently. The JD-R model presupposes that employees resign as a result of job demands. It can then be assumed that job demands, and turnover intention are positively correlated.

3.2. THE SECOND OBJECTIVE

The study attempted to determine the direct relationships between change fatigue, work engagement, organisational commitment, burnout, and turnover intention in an insurance company.

As evidenced in the literature (Brown et al., 2018; Camilleri et al., 2019; Dool, 2009; Frey, Robinson, Wong, & Gott, 2018; McMillan & Perron, 2020; 2013), and the results of this study, change fatigue has different outcomes for individuals and organisations. The results of the study indicated that change fatigue has a significant relationship with all the variables in the study. Change fatigue has a direct and positive relationship with burnout (as evidenced by the relationship between change fatigue, cynicism, and exhaustion) and turnover intention. As individuals become indifferent, they experience exhaustion, and they start detaching emotionally from their work and the organisation (Blom, 2018). The heightened exposure to psychological strain has an impact on employee well-being – physically and psychologically (Ellis, 2019) – which can result in turnover intention. The results also indicated a negative relationship with work engagement and organisational commitment. A burnout employee will experience lower levels of work engagement and organisational commitment. Inferences drawn from the literature indicates that frequent organisational changes can lead to employees experiencing burnout, increased ideation of leaving the organisation, decreased work engagement, and organisational commitment. For the organisation, change initiatives might fail as employees starts to feel indifferent towards the changes.

3.3. THE THIRD OBJECTIVE

The goal of this objective was to determine the indirect relationships between change fatigue, burnout, work engagement, organisational commitment, and turnover intention.

The Job Demand-Resource (JD-R) model recommends two mediated paths to employee well-being. The first path points burnout as an intermediary between job demands and adverse outcomes. The second is the motivational path wherein work engagement mediates between job resources and positive outcomes (Schaufeli & Bakker, 2004). Literature also supports the role of work engagement in mediating the relationship between job resources and

organisational outcomes such as organisational commitment and low turnover intention (Albdour & Altarawneh, 2014; Yu, 2009). The findings of the current study indicated that work engagement and burnout mediated the relationships between change fatigue, organisational commitment, and turnover intentions. This is demonstrated by confidence intervals of the indirect effects which did not cross through zero.

This finding is important as it signifies that work engagement and burnout have an impact on how employees will react to change which can be a determinant on how committed an employee is to the organisation or whether they have intentions of quitting.

3.3.1. Limitations of the Study

The study utilised a cross-sectional design which cannot establish a cause-and-effect relationship or analyse behaviour overtime (Bryman, 2012). One of the limitations of the study was the use of self-report questionnaire as a method of collection. This type of data collection method measures the participants' own perception of the constructs, not the constructs themselves, which can lead to bias. The use of a self-report questionnaire as the only means of data collection can introduce common variance (Podsakoff, MacKenzie, Podsakoff & Lee, & 2003). Methodological triangulation of data such as the use of other data collection methods, for example interviews, could have been useful when combined with the survey results it could have given a clearer perspective on change fatigue and its impact on individual and organisational outcomes. However, in respect of the sensitive nature of the research study, participants may have answered in socially desirable ways rather than responding truthfully to reflect their current situation. In line with the principles of good research practice, data was collected anonymously using well-validated instruments with sound psychometric properties (Spector, 1987). The results are also not indicative of major problems with common method bias. Another limitation was the sample size which was relatively small because it was selected from a single business unit in an organisation of over ten thousand employees. Although the sample size was enough for analysis, it would be advantageous for prospective studies to include a bigger and more diverse sample within the business.

3.4. THE FOURTH OBJECTIVE

Finally, this objective focused on supplying recommendations for future research and for the organisation.

3.4.1. Recommendations for Future Research

Change fatigue is gaining momentum as a new construct in the field of industrial and organisational psychology. Effective management of change fatigue is beneficial for individuals and organisation as awareness of its impact will allow organisations to devise risk mitigation plans as evidenced by MacIntosh, Beech, McQueen and Reid (2007). As noted in the limitation of the study, the cross-sectional design only allowed for a “snapshot” of the sample at a point in time. It would be worthwhile to conduct a longitudinal study assessing change fatigue with organisational change over time. Cross-sectional design does not measure how a variable such as change fatigue develops over time and how it influences work engagement and burnout, as well as turnover intentions and organisational commitment. This study was only limited to the insurance industry, and it would be worthwhile to explore the concept of change fatigue in other industries. The current study utilised a quantitative method which has its limitations. It is recommended that a qualitative study on change fatigue be conducted to understand its deeper meaning and coping strategies used during organisational change. The results of this study may serve as the genesis for the researcher to conduct an interventional study with resilience training and change fatigue as, the business model often ignores the human component. It will benefit the organisation to heighten the impact and influence of leadership during organisational change.

3.4.2. Recommendations for the Organisation

Literature and the results of the current study have shown that change fatigue has significant impacts on organisations, and as organisations continue to evolve to remain competitive, understanding the perception of the frequency and impact of change initiatives will be crucial to keep employees involved, productive, and dedicated (Winter, 2013). It is recommended that organisations should put in place systems to mitigate the risks associated with change fatigue as early as change initiatives are planned, for example, conducting focus groups with

employees who are expressing dissent about the change agenda. A well-named change initiative permits people to buy into it, understand the change, and even embrace it. Reflection lets employees to make sense of the change.

Understanding the organisational culture: Is change fatigue a critical part of the organisational history? Understanding the impact that change has had on the organisational culture before deciding on the change model and approach can be an added advantage. When deciding on the change model, it is recommended that organisations should find the ones that fit their culture, situation, and the type of change required. Studying change fatigue could propose a diverse method for clarifying change fatigue (Lu & Gursoy, 2016). Leaders will be empowered to become more aware of how change fatigue impact the organisation and employees and may inspire them to come up with methods to combat change fatigue which may, in turn, decrease the impact on outcomes.

The theoretical framework underpinning this study is the JD-R model. The motivational aspect of the model denotes that job resources can facilitate and shape employees' perceptions of organisational change. If employees perceive that there are adequate resources, they are likely to participate in the change effort and minimise change failures. Resources can be in the form of constant communication, employee participation, supervisory support, and consideration for resilience training.

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