

**Gordon Institute
of Business Science**

University of Pretoria

**The relationship between employee engagement,
perceived organisational support and outcome
behaviours post organisational change**

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A research project proposal submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirement for the degree of Master of Business Administration.

7 November 2018

ABSTRACT

Business, political and social landscapes are unpredictable and this results in organisations resorting to significant organisational change initiatives to remain relevant and sustainable. Employee engagement has been identified to promote favourable employee outcome behaviours that contribute to successful organisational change.

This research study investigated the relationships between employee engagement, perceived organisational support (POS) and the employee outcome behaviours of intention to turnover and discretionary effort post organisational change. The research intention was to determine whether POS is an area that management can leverage to moderate the adverse discretionary behaviours of employees during periods of change, resource constraints and uncertainty.

Data was collected from respondents (n = 118) via an online questionnaire and the data was analysed using quantitative methods. The research design was cross sectional. This study was conducted within a professional services division of an organisation that had undergone significant organisational change. The study found that employee engagement had a negative significant relationship with intention to turnover and a positive significant relationship with discretionary effort. POS was not a moderator in the relationship between employee engagement and the highlighted employee outcome behaviours. This research contributes empirically to employee engagement literature and organisational support theory.

KEYWORDS

Organisational Change, Employee Engagement, Perceived Organisational Support, Discretionary Effort, Intention to Turnover

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Naven Reddy

Date

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CHAPTER 1: INTRODUCTION

1.1. Research Problem

Global competition and the unpredictable nature of most economies has resulted in many organisations undertaking significant change such as restructuring and reduction in personnel (Datta, Guthrie, Basuil & Pandey, 2010). The objective to satisfy the growing needs of customers amid intense competition whilst maintaining the commitment of employees is vital to the survival of an organisation (Rothmann & Rothmann Jr, 2010). Organisational change has thus become much more prevalent as part of business strategy in an attempt for organisations to improve their economic performance and remain competitive during economic downturns (Van Dierendonck & Jacobs, 2012).

Scrima, Lorito, Parry and Falgares (2014) suggest that during times of financial uncertainty in an organisation, tangible rewards such as higher salaries and benefits for employees are not always possible. This reduction in available resources to employees coupled with reduced employee commitment post organisational change, due to high employee uncertainty, is an important aspect an organisation should consider as it could adversely affect the expected long-term benefits associated with the organisational change (Van Dierendonck & Jacobs, 2012). The effectiveness of interventions on engagement levels in organisations is an area that is not well understood (Bailey, Madden, Alfes, & Fletcher, 2017). Therefore, the combination of change related uncertainty in an organisation and the lack of a comprehensive understanding of the impact of interventions on the behaviour or engagement of employees could prove detrimental to the success of organisational change initiatives.

AON Hewit (2017) suggests that the construct of employee engagement has received much attention globally and that employee engagement indicates an employee's level of vested interest in an organisation. The report by AON Hewit (2017) indicates that globally, employee engagement levels have been threatened due to challenges such as technological advancements that may reduce employment opportunities as well as political and economic instability. Pertinent and relevant in the context of South Africa is a declining economy as well as the socio-political uncertainty prevailing in the country (Deloitte, 2016). Challenges such as those described have led organisations to

concentrate on attaining short term goals and targets due to the difficulty in creating sustainable workplace environments that promote employee engagement (Merry, 2013).

Changes are undertaken to ensure the future sustainability of an organisation (Van den Heuvel, Demerouti, & Bakker, 2014). In order for organisations to navigate uncertain periods and take advantage of limited opportunities, employee engagement was identified as an important focus area for management and business leaders (Deloitte, 2016). This, due to its proven association with employee outcome behaviours such as intention to turnover, discretionary effort and task performance, impacts the performance of employees (Rich, Lepine, & Crawford, 2010; Shuck, Reio Jr, & Rocco, 2011). A further investigation by Saks (2006) posits that the relationship between an organisation and its employees is enhanced through a high level of engagement and this was deemed important for positive organisational outcomes and performance. It can be inferred that employee engagement has been identified as a possible lever to assist organisations with combating adverse outcomes related to change.

Studies have shown that amount of employees globally that are engaged in their work environment is 13 percent and this figure drops to 9 percent when measured in the South African setting (Crabtree, 2013). There has been sufficient evidence to suggest that engaged employees are impacted psychologically and when employees are engaged it is beneficial to both the employer and the employees (Bailey et al., 2017). In order for organisations to improve their performance, employees need to be engaged and exhibit the correct outcome behaviours required by their organisation (Merry, 2013). Reduced workforce engagement levels would pose a challenge to global and local business leaders as it has been well documented that an engaged workforce is one of the elements required to improve productivity, effectiveness and the ability to adapt to changing economic environments (Crabtree, 2013; Welch, 2011).

Resources in an organisational setting has been broadly defined as the perception that an individual has of something that in turn aids in the attainment of their goals (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). The development of employees through investment and making organisational resources available can eventually result in reduced future costs normally associated with events such as increased employee turnover (HBR, 2013). Therefore, even during economic constraints and uncertainty, organisations which are resource constrained should also

consider that employee perceptions of the resources that drive or influence engagement are important (Merry, 2013).

It has been identified that there is a need for further research to understand if, as a resource, perceived organisational support (POS) plays a significant role in clarifying the relationship between specific outcome behaviours and employees (Cullen, Edwards, Casper & Gue, 2014). A positive relationship between POS and employee engagement was established by several researchers (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2015; Zhong, Wayne & Liden, 2015; Rich et al., 2010). There is a contrasting view that the association between POS, employee engagement and engagement outcome behaviours may be influenced by context and that engaged employees may not necessarily exhibit behaviours that benefit the organisation (Parker & Griffin, 2011). Thus, it is pertinent to understand if certain organisational factors could moderate the relationship between employee engagement and performance outcome behaviours (Alfes, Shantz, Truss & Soane, 2013). The measurement of employee engagement was also found to be a focal point of most researchers and there is less attention around understanding the influence of other factors and constructs on the outcome behaviours of engagement (Parker & Griffin, 2011). An understanding of these factors and constructs would aid in equipping human resource practitioners and management with a view of the types of practices that are required to maintain or raise the engagement levels of employees.

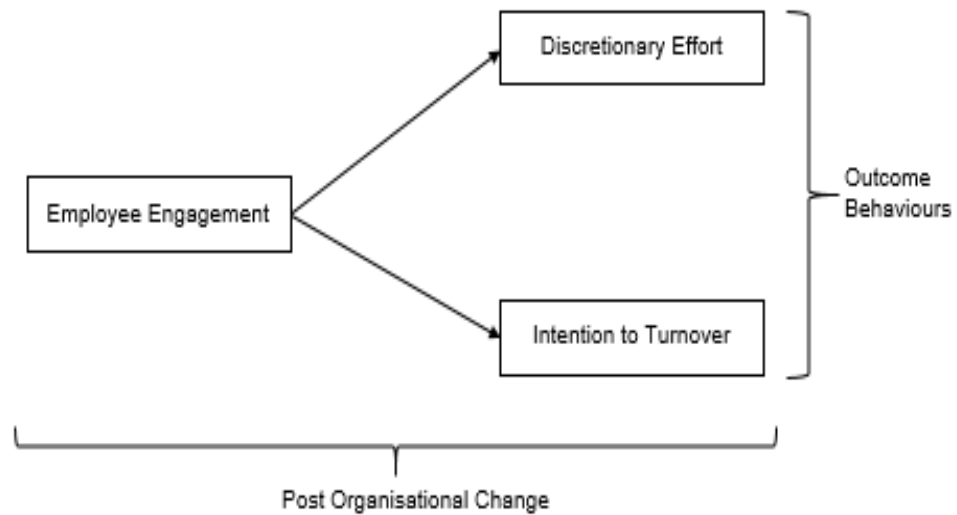
A gap in literature has been identified and a requirement exists to understand whether POS as a resource moderates the association between employee engagement and certain organisational outcome behaviours within the context of post organisational change. An opportunity also exists to determine empirically the link between employee engagement, intention to turnover and discretionary effort in the period post organisational change.

1.2. Research Purpose and Objectives

The research purpose was to understand how organisational support is perceived by employees and the role it plays with respect to employee engagement and outcome behaviours. This research study will focus on the constructs of POS, employee engagement and employee outcome behaviours within the context of an organisation that had previously undergone significant organisational change.

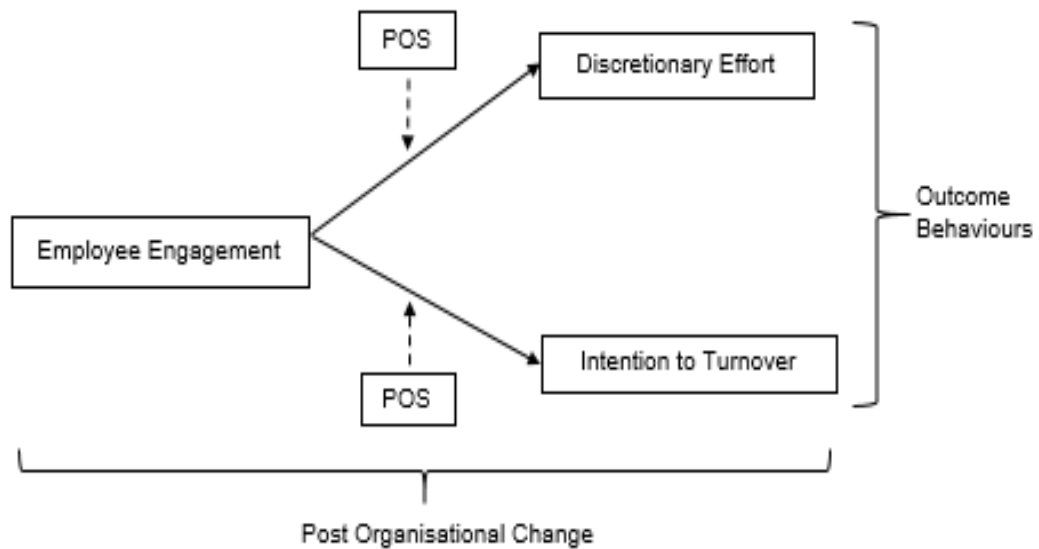
The first research objective was to empirically test the previously documented relationship between employee engagement and the employee behaviours of intention to turnover and discretionary effort within the context of post organisational change.

Figure 1: Objective One



The second research objective was to investigate the gap identified through the literature review. The intention was to understand the influence of the independent variable POS as a moderator on the levels of employee engagement within a different organisational context. This is to determine whether POS from the perspective of the employee is an area that management can leverage to moderate the adverse discretionary behaviours of employees during periods of change, resource constraints and uncertainty.

Figure 2: Objective Two



It is pertinent to mention that the research was undertaken in an organisation that had previously experienced significant organisational change. The success of the organisational change in terms resultant business performance and planned outcomes was not evaluated. The evaluation was not part of the study and fell beyond the research scope.

1.3. Report Structure

Chapter one has outlined the research problem and objectives of the study. The next chapter will include a literature review on the relevant concepts being tested in the study. Chapter three lists the developed hypotheses based on the literature review. The theoretical background supporting the research methods used for the study is provided in Chapter four. The summarised outcomes pertaining to the statistical analysis are reflected in Chapter five. The final chapters of the report include a discussion of the results, reference to literature and a conclusion to the study.

CHAPTER 2: LITERATURE REVIEW

This chapter presents the literature review relating to the concepts of organisational change, employee engagement, perceived organisational support as well as the outcome behaviours of intention to turnover and discretionary effort. The intent of the chapter is to fully explain the gap in literature that was highlighted in Chapter one.

2.1. Organisational Change

Notwithstanding the extensive research and wealth of knowledge regarding organisational change literature there is still a need for further research in this area due to the dynamic nature and requirements of organisations in the world (Armenakis and Bedeian, 1999). The extent to which employees view the predictability of change; the amount of planning and communication prior to change and how the change would influence their future activities are important considerations for organisations (Rafferty & Griffin, 2006). Armenakis and Bedeian (1999) further highlighted that based on prevailing literature, organisations undertaking change initiatives focus on certain common factors. The highlighted factors included aspects such as an organisation's strategic future direction and structure; the capability of the organisation to react to internal and external deviations in their environment; the change process adopted by the organisation as well as the reaction of employees to the change.

An aspect that many of the research studies, relating to organisational change, failed to acknowledge is that certain employees may perceive characteristics of change differently and thus it is important for organisations to identify and consider pertinent characteristics of change that may affect the welfare and outcome behaviours of their employees (Rafferty & Griffin, 2006). The amount of attention afforded to employees during the change process would impact the degree of success of the initiative (Van den Heuvel et al., 2014). Thus, it can be inferred that an important aspect of organisational change such as the perceptions of employees to change should always be considered by the decision makers in an organisation.

2.1.1. Organisational Change Management

Fernandez and Rainey (2006) stipulated that to manage organisational change successfully it is important for leadership in organisations to confirm and communicate the necessity for change to organisational members as well as developing a plan to implement the proposed change successfully. When organisational support is acknowledged by employees it has been found to aid their understanding of the uncertainty created in the workplace through change and will impact the ability of an employee to adapt as well as subsequent outcomes such as the satisfaction and performance of employees (Cullen et al, 2014). The ability to adapt, positive attitudes and adoption of behaviours in support of change are key components that contribute to a change initiative being successful (Van den Heuvel et al., 2014). The creation of an increased support for change within an organisation by managers is important as this will aid in reducing resistance to change and it will also help to promote the active involvement of key stakeholders, such as employees, in the change process (Fernandez & Rainey, 2006). Therefore, some of the key criteria identified to assist in enabling successful organisational change include communication, organisational support and employee involvement in the change process.

The embedding or institutionalisation of organisational change in the form of employee behaviours aligning with new policies, practices and routines post organisational change is an important criterion for sustaining a change initiative (Fernandez & Rainey, 2006). Shin, Taylor and Seo (2012) suggested that the commitment and support of an employee to change can be attributed to organisational support in the form of intangible rewards and tangible rewards. These rewards when received prior to the organisational change would better equip employees to deal with the impending organisational change in terms of their discretionary behaviour. Examples of intangible rewards include training, development, performance feedback and encouragement from management. Examples of tangible rewards include pay, financial incentives, career advancement opportunities and healthcare benefits (Shin et al., 2012). Therefore, there is a clear indication that the management of successful organisational change is not solely the execution of a change process. Successful organisational change is also dependent on the extent of uncertainty created, organisational support provided by the organisation, adequate communication of the change initiative and how the support received is interpreted by the employees.

2.1.2. Objectives and Implications of Organisational Change

Giorgi, Shoss and Leon-Perez (2015) indicated that economic uncertainty, which manifests in organisational instability, and change adversely impacts employees in terms of reduced job satisfaction, increased psychological distress, fear of potential job losses and reduced employment opportunities. This is further supported by empirical research which highlighted the importance of employees' reaction to change and the subsequent effect on the success of an organisational change initiative (Shin et al., 2012).

Rafferty and Griffin (2006) posited that an employee's perception of change can be viewed as transformative if the change has altered important aspects of the organisation such as structure, strategy and work ethic related activities. The authors further concluded that this type of organisational change affected certain outcome behaviours and as such is positively associated with the intention of employees to leave the organisation (Rafferty and Griffin, 2006). Many organisations are undertaking change initiatives in an effort to remain relevant and sustainable. There are many types of organisational change that an organisation can adopt. Cummings and Worley (2015) indicated that organisational change in the form of techno-structural interventions, such as downsizing and restructuring, aim to reduce the size of an organisation during economic downturns in an effort to ensure future sustainability of the organisation. Other types of initiatives that result in organisational change are company mergers and acquisitions. The updating and classification of tasks, job roles and positions in an organisation are often a result of an organisational change initiative and the change management process adopted will impact an employee's attitude and acceptance to change (Oreg, 2006).

Employees value leadership that is supportive and that considers the requirements of the employees involved in the change process as the supportive behaviour results in decreased uncertainty in the workplace (Rafferty and Griffin, 2006). Oreg (2006) highlighted that the personality of an employee as well as context play a role in the resistance of an employee to significant organisation change and the resultant attitude of employees manifest in outcome behaviours such as turnover intentions. Employees who survive an organisational change such as a downsizing process are inclined to exhibit decreased levels of trust and loyalty to the organisation (Tsai, Huang, & Huang,

2007). This can adversely affect employee engagement due to the proven correlation between downsizing, institutional trust and employee engagement (Hofmeyr, 2013). High levels of trust and loyalty within an organisation are indicative of increased commitment and engagement levels of employees (Biswas and Bhatnagar, 2013). Thus, it can be inferred that due to the many stressors associated with an organisational change that trust and fairness (Van Dierendonck & Jacobs, 2012) as well as supportive leadership within the organisational change process are important in terms of retaining the commitment of employees in the period post organisational change.

Lee and Corbett (2006) further suggested that the after effects of an organisational change initiative can be mitigated by organisational support of employees in the form of rewards, fair treatment of employees and openness to employee ideas and initiatives. When an employee identifies with the organisation and perceives that the human resource practices and policies within the organisation are fair and beneficial, decreased employee turnover and improved discretionary effort are possible outcomes (Frenkel, Restubog & Bednall, 2012). It has also been established that the outcome behaviours of employees are further enhanced when human resource practices in an organisation are implemented to promote high performance with respect to employees (Zhong et al., 2015).

The premise of the perception of change being beneficial and thereby impacting the willingness of employees to support or reject a change initiative is maintained by Oreg (2006). However, it is vital to comprehend how the relationship between employees' satisfaction with rewards differ with respect to individual differences (De la Torre-Riuz, Vidal-Salazar, & Cordon-Pozo, 2017). The implication is that an organisation should focus on understanding how organisational support may be perceived by employees in order to maintain a healthy employer-employee relationship. This would be especially pertinent in the period post organisational change.

2.2. Employee Engagement

In recent history, this field of study has garnered much attention as a result of its linkages with positive organisational results such as productivity, profitability, efficiency and retention of employees (Markos & Sridevi, 2010). The construct has been identified by organisations, from a strategic perspective, as a mechanism to aid the overall

performance of an organisation with respect to human resource management development practices despite the need for further empirical and practical knowledge in this field of study (Shuck et al, 2011). A contrasting view exists in that many organisations are attracted to the concept of employee engagement due to its association with improved business performance but Macey and Schneider (2008) postulated that employee engagement is often interpreted differently by the relevant role-players due to the definition of employee engagement being ambiguous. Therefore, understanding the definition and related outcome behaviours of employee engagement are important due to this construct being identified as a key focus area for business managers and leaders (Deloitte, 2016) due to low levels of employee engagement still evident globally (Albrecht, Bakker, Gruman, Macey, & Saks, 2015).

2.2.1. Personal Role Engagement

One of the primary definitions pertaining to employee engagement is an individual being able to openly express a preferred version of themselves physically, emotionally and cognitively in their employment role, thus ensuring that they stay true to their beliefs in a personal capacity and with reference to their role in the organisation (Kahn, 1990). An alternate definition was proposed in terms of absorption, dedication and vigour being characteristics of a state mind (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). Energy levels, persistence and being willing to continue despite possible challenges that are experienced are characteristics of the term vigour. Dedication is a sense of enthusiasm and pride with an employee feeling a sense of importance and being challenged. Absorption is being focussed and attached to work while being unaware of time spent on work activities (Schaufeli & Bakker, 2004).

These definitions are based on the premise of the psychological conditions of an employee and employee engagement being conceptualised as a dynamic mental state (Parker & Griffin, 2011). This is important as employee engagement has been characterised as a mutually beneficial employer-employee relationship to achieve positive outcomes for the organisation (Markos & Sridevi, 2010). This was supported by Saks (2006) and it was highlighted that the social exchange framework could be utilised to understand the employee engagement construct in terms of employees feeling more engaged and positive due to the perception that the organisation displays concern for their well-being and has supported them sufficiently.

2.2.2. Trait, Behavioural and State Engagement

The contrasting view in literature proposed by Macey and Schneider (2008) is that three separate constructs together with organisational and workplace context are interrelated and combine to explain and define the larger construct of employee engagement. The three separate constructs highlighted by Macey and Schneider (2008) include trait engagement, behavioural engagement and state engagement. Behavioural engagement was characterised as the behaviour of an individual and the ability to adapt that corresponded to the overall effectiveness of the organisation. Trait engagement was found to be related to the attributes of an individual and how the individual approached and performed their work in a way that was desired and beneficial to the organisation. Lastly, state engagement related to the degree to which an employee identified with the organisation as well as the amount of passion, enthusiasm and energy the individual displayed.

2.2.3. Conservation of Resources and Job Demand-Resources Theory

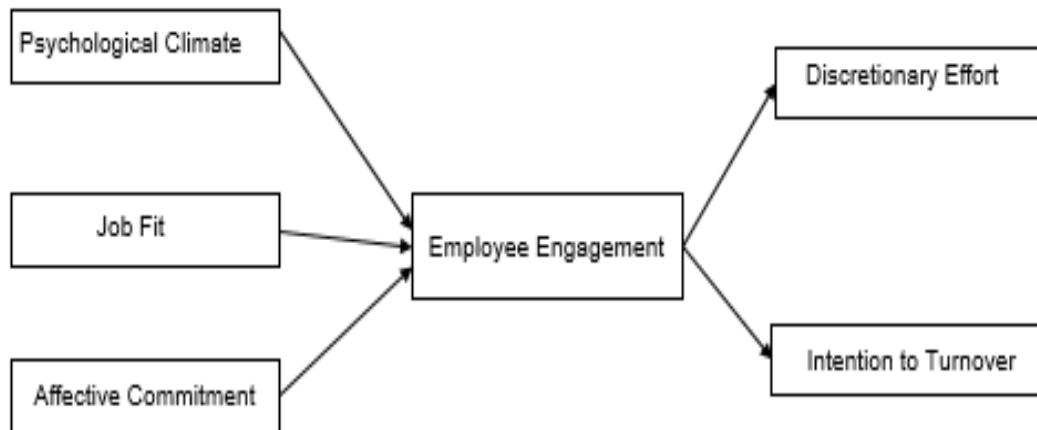
Employees are motivated by protecting personal resources and possibly acquiring new resources after a change which links to the conservation of resources (COR) theory (Hobfoll, 2001; Halbesleben et al., 2014). Opportunities for employee growth, advancement opportunities and organisational support were some of the resource categories identified to be strongly related to employee engagement. (Rothmann & Rothmann Jr, 2010). The distinction that was made is that resources could be grouped to form two categories which included personal resources and job resources both of which can be regarded as predictors of engagement (Bakker, Schaufeli, Leiter & Taris, 2008). It has been argued that individuals with greater resources would help the employee deal with stressful situations and challenges brought about by an organisational change (Shin et al., 2012; Hobfoll, 2001). Hobfoll (2001) argued further that employees with more resources were better equipped in terms of helping them deal with demanding situations brought about by an organisational change. The loss of certain resources would possibly result in reduced motivation and employee withdrawal behaviours. Employee resilience and certain personal resources do impact the psychological state of an employee positively (Bailey et al., 2017). Therefore, a careful assessment and design of interventions would be required based on the relevant resources required by employees to address a decline in engagement levels (Rothmann & Rothmann Jr, 2010).

Employee engagement predictors can also be linked to job resources and demands through a conceptual framework, called the job demands-resources (JDR) model. This model is focussed on the perception of working conditions. An example of which is that insufficient job resources and high workplace demands often lead to employee burnout and decreased engagement levels (Schaufeli & Bakker, 2004). A contrasting view in literature is that the association between resources, engagement and demands is not always that straight forward (Bailey et al, 2017). It was concluded that if resources are perceived to be sufficient by the employee this would result in a positive association with engagement while the relationship between the demands of a job and employee engagement were dependent on whether the job demands were viewed as a challenge or viewed as a hindrance (Crawford, LePine, & Rich, 2010). The implication is that organisations should endeavour to understand the challenges and hindrances employees experience post organisational change and aim to provide certain resources that will positively impact the behaviour of employees.

2.2.4. Employee Engagement Conceptual Model

Notwithstanding to the extensive array of literature and opinion explaining the concept of employee engagement it is apparent that the contribution to literature by Kahn (1990) forms the foundation and primary understanding of this construct. An employee engagement conceptual model drawing on the findings of Kahn (1990) has been developed and empirically tested by Shuck, Reio Jr and Rocco (2011). The model, indicated in figure 3, posits that performance outcome behaviours related to employee engagement include intention to turnover and discretionary effort. Psychological climate, job fit and affective commitment were identified as possible precursors of employee engagement and were included in the proposed model. (Shuck et al., 2011). This model based on the stated theoretical underpinnings was used in this study to examine employee engagement and related outcome behaviours.

Figure 3: Employee Engagement Model (Shuck et al., 2011)



2.2.5. Outcome Behaviours

2.2.5.1 Discretionary Effort

Discretionary effort has been identified theoretically as a concept that is closely related to individual performance and organisational performance and the research conducted by Shuck et al (2011) was the first to test whether discretionary effort is empirically associated with employee engagement as an outcome behaviour. Frenkel and Bednall (2016) indicates that discretionary effort is when an individual may exhibit more effort in their work than is formally agreed with their employers. The ability of an employee to exhibit additional effort at their discretion would prove advantageous to organisations (Macey & Schneider, 2008) and this may be dependent on the perception of an employee in terms of support received from the organisation (Saks, 2006). The importance of discretionary effort as a performance construct is established, however certain factors such as tenure in an organisation may affect the discretionary effort of employees and these factors would need to be explored further (Lloyd, 2008).

2.2.5.2 Intention to Turnover

The intention to turnover of an employee was identified as being significantly associated with turnover and was therefore defined as being an antecedent to the actual turnover

of an employee (Mobley, Horner & Hollingsworth, 1978). Several studies have concluded that employee engagement is negatively and significantly correlated to the intention to turnover of employees (Bailey et al., 2017). Employees were also found to be more likely to increase their discretionary efforts if they perceived the work environment (i.e. psychological climate) as being supportive and were unlikely to have an intention to leave an organisation if they perceived that the resources required to complete their tasks were available (Shuck et al., 2011). Accordingly, it has been found that personal resources such as organisational rewards and employee resilience improved an employee's commitment to organisational change and this had negatively impacted outcome behaviours such as the voluntary intention to turnover of an employee (Shin et al., 2012).

2.3. Employee Engagement and Organisational Change

There is a contrasting view in literature that increased engagement among employees does not automatically translate into discretionary behaviours that are beneficial and this could be due to a restrictive organisational environment that limits certain activities (Parker & Griffin, 2011). Favourable outcome behaviours from employees are often dependent on the current context as well as interaction between managers and their direct reports (Alfes et al., 2013).

The discretionary effort displayed by an employee is improved if there is support from the organisation and an employee expectation of growth in their career within the organisation (Frenkel & Bednall, 2016). The provision of growth opportunities post organisational change may not always be possible. Management tends to focus mostly on managing the process of organisational change and not necessarily managing the provision of a supportive environment that will promote employee behaviour that supports change (Van den Heuvel et al., 2014). Additionally, the mediating effect of employee engagement was identified in the association between job resources provided by the organisation and the intention to turnover of employees (Schaufeli & Bakker, 2004). The provision of resources would tend to strengthen the employer-employee relations and serve as motivation for behaviour that allows employees to adjust to organisational changes (Van den Heuvel et al., 2014). Therefore, it can be suggested that the resources, support and opportunities provided by an organisation influences the outcome behaviour of employees and despite having engaged

employees the environment in an organisation may not permit certain employee outcome behaviours.

There is a significant amount of literature pertaining to the engagement construct, however there is a need to obtain a better understanding of how this construct is influenced based on context, individual differences and the organisational setting (Bailey et al., 2017). The outcome behaviours of an employee were found to be influenced by their skill level and knowledge base and even during times of uncertainty and change an engaged skilled employee may be able to adapt effectively to the new environment (Parker & Griffin, 2011). This could be due to an engaged employee being fully absorbed in terms of their work and wanting to execute their duties to the best of their ability (Schaufeli & Bakker, 2004). An engaged workforce would aid in maintaining a strong relationship between management and employees as these relationships are crucial to ensuring an organisation achieves the anticipated advantages associated with large change initiatives (Hofmeyer, 2013). This study is based in the context of an organisation that was post organisational change and in a sense the results and findings aided in providing additional empirical information with respect to this particular context.

2.4. Perceived Organisational Support

POS is conceptually established on the premise that employees formulate beliefs with reference to the degree to which organisations consider their welfare and efforts that contribute to intended organisational outcomes (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Kurtessis et al., 2015; Rhoades & Eisenberger, 2002). The employees are inclined to personify their relationship with the organisation and, based on the perceived support obtained, tend to reciprocate in terms of their behaviour and effort accordingly (Allen & Shanock, 2013).

Therefore, it can be inferred that due to the perception of high levels of organisational support felt by employees there is a feeling of obligation in terms of behaving proactively to the benefit of the organisation and this is an argument shared by Caesens, Marique, Hanin and Stinglhamber (2015). The felt obligation experienced by an employee also manifests in the reluctance of an employee to voluntarily leave an organisation as a direct negative significant association between POS and the intention to turnover of employees has been established (Kurtessis et al., 2015). It is clearly

evident that POS can be seen as an important construct that influences the employer-employee relationship.

The importance of POS to the employer–employee relationship can be further understood by understanding the main antecedents of POS which include supervisor support, fairness, employment conditions and associated favourable rewards as well as the related outcomes of POS (Rhoades & Eisenberger, 2002; Baran, Shanock, & Miller, 2012). Human resources practices instituted by organisations that are deemed fair by employees have been found to be positively and significantly associated with POS (Kurtessis et al., 2015). The POS outcomes related to an organisation and the employees include employee mood, job satisfaction, employee commitment, engagement and performance (Baran et al., 2012; Kurtessis et al., 2015; Rhoades & Eisenberger, 2002). Accordingly, it was indicated that these relationships were contingent on reciprocity and fulfilment of social and emotional needs (Rhoades and Eisenberger, 2002).

Kurtessis et al. (2015), suggested that employees tend to place a greater emphasis on job resources provided by the organisation rather than on job demands, and this, from the perspective of the employee, influences the POS. It was further suggested that properly equipped employees, in relation to resources, will help to ensure their favourable behaviours to the change through better coping mechanisms despite increased uncertainty and work pressures (Shin et al., 2012). Accordingly, Kurtessis et al. (2015) posited that POS being a resource was pertinent in the relationship between an organisation and the employee and that further research was required to understand whether POS could possibly aid employees in coping with stressful situations in the organisation.

2.5. Employee Engagement, Perceived Organisational Support and Organisational Change

POS has been identified as a construct that can function as a predictor of employee behaviour (Rich, 2010). Subsequently, it has also been concluded that there is a positive relationship between employee engagement and POS (Caesens et al., 2015; Zhong et al., 2015; Rich et al., 2010). In the workplace environment, the association between POS and employee engagement is re-enforced by employees being

intrinsically susceptible to exhibiting higher levels of discretionary effort when the organisation is perceived to have provided additional psychological support to the employees (Biswas and Bhatnagar, 2013). The mediating effect of POS has also been identified as the construct has been found to be a partial mediator between certain human resource management practices and engagement (Zhong et al., 2015). Thus, it can be inferred that there is sufficient literature to support the linkage between the concepts of employee engagement and POS.

It was also established that POS could impact the relationship between employee engagement and outcome behaviours based on social exchange theory. These outcome behaviours included deviant behaviours as well as the intention to turnover of employees (Alfes et al., 2013). However, this relationship may be influenced by the current position of the organisation and context (Shantz, Alfes, & Latham, 2016).

The construct of POS when positioned as a potential job resource for an employee was found to be a significant moderating variable but predominantly at lower levels of employee engagement (Shantz et al., 2016; Alfes et al., 2013). Importantly, it was also highlighted that the moderating effect of POS may not be as significant in an environment where employees display levels of high engagement and are sufficiently resourced (Shantz et al., 2016). Furthermore, limitations emphasised by Alfes et al. (2013) was that the research was conducted in a technical services division of an organisation based in the United Kingdom implying that the findings may not be readily generalisable and only applicable in a certain context. There was also no indication that the organisation may have recently undergone any organisational change.

In certain instances, the demands placed on employees may be interpreted as a challenge and in these instances such demands may aid in improving the engagement levels of employees similar to the relationship between engagement and resources (Crawford et al., 2010). This would be relevant for organisations that are in the period post organisational change as high engagement levels could also be related to demands placed on employees which are subsequently viewed as challenges.

The need to identify organisational interventions that promote favourable employee behaviours in spite of higher or reduced levels of employee engagement is pertinent. Higher levels of engagement of employees can be achieved even in uncertain economic times through certain organisational efforts (Van Rooy, Whitman, Hart, & Caleo, 2011). However, the interventions should be designed on the basis of promoting the availability

of identified resources due to the belief that certain resources may evolve over time and employees that possess several personal resources tend to be engaged and adaptable to their environments (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). The research by Alfes et al. (2013), was the initial step in considering the moderation potential of the resource POS in the relationship between employee engagement and associated outcome behaviours based on the COR theory.

This chapter expanded on the theory related to organisational change, employee engagement and perceived organisational support based on past literature. This enabled the formulation of hypotheses, for the study, which are outlined in Chapter three.

CHAPTER 3: RESEARCH QUESTIONS AND HYPOTHESES

This chapter indicates the hypotheses and research questions that were developed for the research study. The hypotheses were developed based on the literature review completed in the previous chapter and are represented below in Figure 4 and Figure 5. The developed hypotheses were tested statistically and formed the basis for the results and discussion in the subsequent chapters.

3.1. Research Hypotheses

This research study aims to address the following research questions (RQ) and Hypotheses (H):

RQ1: What is the significance of the relationship between employee engagement and certain outcome behaviours post organisational change?

H1₀ (null hypothesis): There is no negative and significant relationship between employee engagement and intention to turnover.

H1: There is a negative and significant relationship between employee engagement and intention to turnover.

H2₀ (null hypothesis): There is no positive and significant relationship between employee engagement and discretionary effort.

H2: There is a positive and significant relationship between employee engagement and discretionary effort.

RQ2: What is the influence of POS on the relationship between outcome behaviours and employee engagement post organisational change?

H3₀ (null hypothesis): POS is not a moderator between employee engagement and discretionary effort.

H3: POS is a moderator between employee engagement and discretionary effort.

H4₀ (null hypothesis): POS is not a moderator between employee engagement and intention to turnover.

H4: POS is a moderator between employee engagement and intention to turnover.

Figure 4: Hypotheses 1 and 2

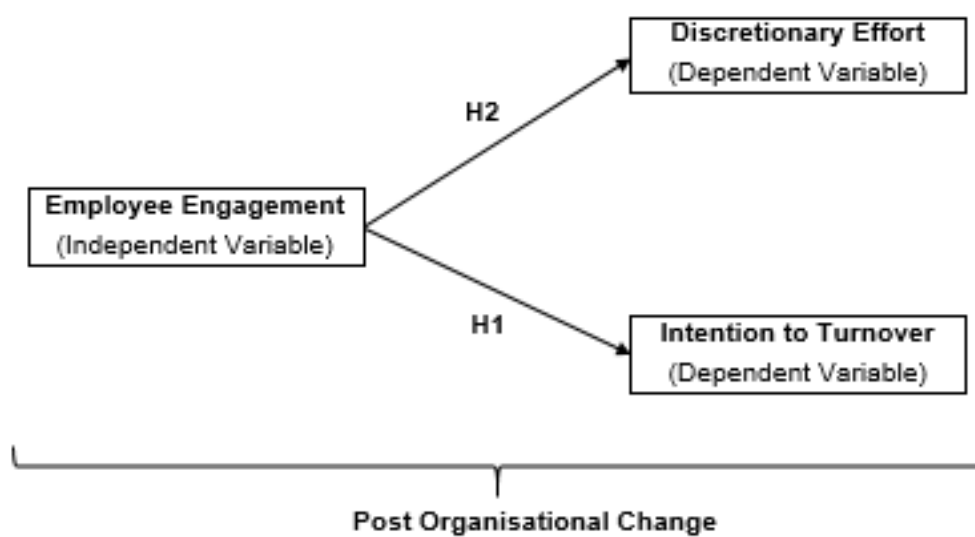
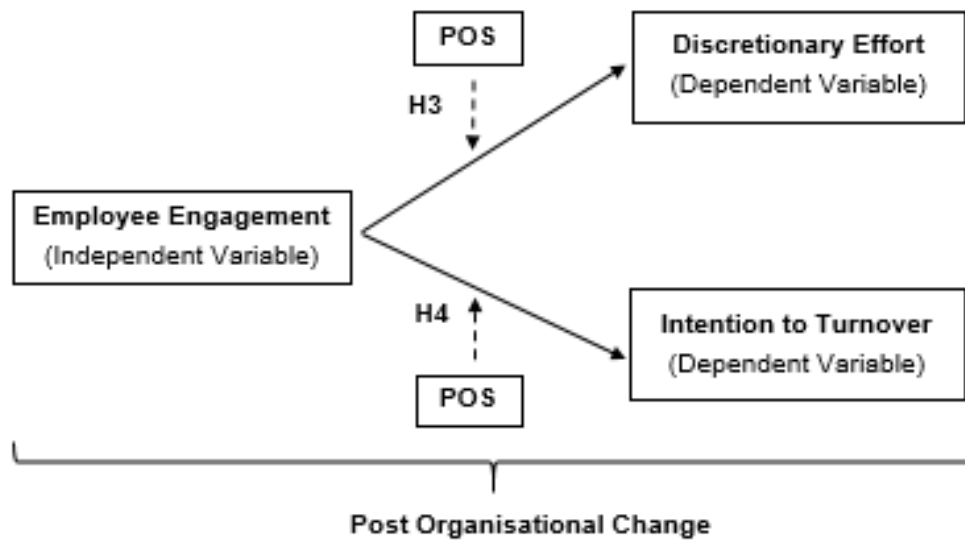


Figure 5: Hypothesis 3 and 4



Note: POS is a Moderator

CHAPTER 4: METHODOLOGY

4.1. Design of Research

The philosophy adopted for the study was one of positivism as the study aims to understand how the independent variable of employee engagement is associated with the dependent variables of intention to turnover and discretionary effort within an organisation post organisational change. Perceived organisational support is the moderating variable (Saunders and Lewis, 2012). A deductive approach was adopted as the study involved collecting and analysing data to address developed research questions and hypotheses based on existing organisational support and employee engagement theory (Saunders and Lewis, 2012).

This study was descriptive in nature due to a need that was identified to further understand the relationship between the constructs of employee engagement and two types of employee outcome behaviours (Saunders and Lewis, 2012). The research intention was to acquire greater understanding in the research area of employee engagement and the corresponding effect of a moderator on behavioural outcomes in a certain context. This was a quantitative study which included the collecting of data through a survey research method. The data was quantified and analysed to better interpret the relationship between the variables being investigated (Saunders & Lewis, 2012).

The research strategy selected was a survey strategy as the intention was to collect data from employees within a professional services division of an organisation that had undertaken significant organisational change in the form corporate restructuring. This was deemed the most efficient strategy in terms of obtaining sample data from the selected division (Saunders & Lewis, 2012). The study was cross-sectional in nature due to the data and information being collected from employees at a certain point in time (Saunders & Lewis, 2012).

The sample frame size consisted of 184 employees employed in the selected division of the organisation at the time of the research study and some employees were located in different geographical locations. Self-completed questionnaires were deemed the most appropriate in this context to gather data efficiently (Saunders, Lewis, & Thornhill,

2016). The questionnaires were internet based and the online internet survey platform named Survey Monkey was utilised. The questionnaire link was made available through electronic mail (email) to all employees in the selected organisation. This helped to protect the anonymity of respondents and to obtain a representative sample.

4.2. Study Population

The population was employees working for an organisation that is featured on the Johannesburg Stock Exchange (JSE). Employees working at the selected company, that had undertaken organisational change, formed the sample group. The intent of the research was to include all layers of management as well as employees with no direct reports. The sample frame as per Saunders, Lewis and Thornhill (2016) included the employees of the professional services division within the selected company.

4.3. Unit of analysis

The unit of analysis for the study comprised of employees that were still employed by the organisation post organisational restructuring. The employees provided data for the research through self-completed questionnaires. The data collected from the respondents comprised of their perception of organisational support, engagement levels, discretionary effort and intentions to turnover.

4.4. Sampling size and method

The necessary governance was followed and the required permission was obtained from executive and senior management of the division to collect data from the employees for the purposes of the research study. Potential respondents were guaranteed that their responses were on a voluntary basis and their contributions would be completely anonymous. The potential respondents were also informed that the collected data would be analysed and reported on an aggregated basis.

The complete list of current employees working within the professional services division of the selected organisation was obtained. This was done to ensure that the email containing the internet based questionnaire link was sent to all the employees currently

employed in the division and with each employee having an equal chance of being able to contribute to the research. According to Saunders et al., (2016) this technique is referred to as probability sampling. Once the email was distributed the potential respondents were given a three week period to take part in the study.

4.5. Measurement Instrument

The online questionnaire was constructed to ensure that the validity of the collected data was maintained (Saunders et al., 2016). The validity and reliability of the collected data was enhanced by adopting and adapting past questionnaires compiled by researchers testing similar constructs (Saunders & Lewis, 2012).

The first part of the questionnaire captured employee data pertaining to demographics, biographical information, management level, qualifications, tenure as well as the number of subordinates managed by the individual. The second section of the questionnaire related to the constructs that were being tested.

4.5.1. Employee Engagement

The pragmatic nine item Utrecht Work Engagement Scale (UWES) was used as a measurement tool for the employee engagement construct. The scale encompassed statements such as “At my job, I feel strong and vigorous”, “I am enthusiastic about my job”, and “I am immersed in my work”. The use of the UWES questionnaire ensured that the characteristics of engagement which included vigour, dedication and absorption were measured (Schaufeli, Bakker, & Salanova, 2006). Scale ratings were based on a Likert scale (seven point) and the scale ranged from 0 (never) to 6 (every day). The Cronbach alpha (α) co-efficient for the proposed work engagement scale ranged from 0.85 to 0.92 (Schaufeli et al, 2006) and this was indicative of very good reliability (Zikmund et al., 2009). A contrasting view in literature is that the UWES measurement tool may have limitations due to varying definitions of engagement and future longitudinal studies may be required to examine the importance of other antecedents of engagements (Bailey et al., 2017).

4.5.2. Perceived Organisational Support

The eight item POS scale which indicated a Cronbach α co-efficient of 0.90 was used to measure POS (Eisenberger, Cummings, Armeli, & Lynch, 1997). The scale encompassed statements such as “My organisation cares about my opinion”, “My organisation shows very little concern for me” and “My organisation will forgive an honest mistake on my part”. Scale ratings were based on a Likert scale (seven point) and the scale ranged from 1 (strongly agree) to 7 (strongly disagree). The 36 item version of the POS measurement scale and the shorter eight item version that was adopted for this study have both displayed high internal reliability (Rhoades & Eisenberger, 2002).

4.5.3. Intention to Turnover

The scale that was used to measure the construct of intention to turnover was a three item scale. The scale was developed by Colarelli (1984) and had a Cronbach α co-efficient of 0.75. The internal reliability of the same scale was indicated as 0.81 for another study that was completed by Shuck et al. (2011). Scale ratings were based on a Likert scale (five point) with a range from 1 (strongly agree) to 5 (strongly disagree). The scale encompassed statements such as “I am planning to search for a new job during the next 12 months”.

4.5.4. Discretionary Effort

A seven item scale with an indicated Cronbach α co-efficient of 0.87 was employed to measure discretionary effort of the employees (Lloyd, 2008). The scale encompassed statements such as “I do more than is expected of me” and “I put in extra effort whenever I find it necessary” (Lloyd, 2008).

4.6. Control Variables

This study included age, race, tenure, gender, the number of direct reports of an employee, qualifications and job role in the organisation as control variables. Banihani,

Lewis and Syed (2013) highlighted that employee engagement is not neutral in terms of gender and additional research is required in the field to understand how engagement in an organisation would vary based on gender. The age of an employee was also considered to be a significant variable due to older employees that were identified as being more engaged than their younger cohorts (James, McKechnie & Swanberg, 2011).

4.7. Data Gathering Process

Questionnaires were peer reviewed and tested by two people. This was done to improve the validity of the questionnaires as per Saunders, Lewis and Thornhill (2016). This was accomplished prior to the distribution of the questionnaires to the sample population and was done by means of an email which contained a link to the internet address for the online questionnaire. The pre-testing of the questionnaires by peers were undertaken to ensure there were no errors in the questionnaire, the online survey platform functioned properly, collected survey data could be easily retrieved and that the survey questions would be interpreted correctly by the employees. Weekly reminders were sent via email to improve the response rate to the questionnaires. The online survey method was advantageous in terms of being efficient, user friendly and a cheaper way of gathering information from the identified sample frame (Zikmund et al., 2009).

4.8. Analysis Approach

The statistical analysis which included descriptive statistics and inferential statistics were done via Microsoft Excel and the SPSS software package respectively. The first step that was undertaken during preparation was the removal of incomplete survey responses and this formed part of the data preparation process. A check for any possible outliers from the collected survey data was completed using the box plot method (Wegner, 2016).

The next step that was undertaken during preparation of the data was to determine the validity and reliability of the data that was collected. The data validity was tested by using bi-variate correlation analysis that was part of the software package SPSS. This

was done to determine the convergent and divergent validity of the collected data. A significant correlation between the variables being tested was required to establish convergent validity. Divergent validity was established when correlations of less than 0.75 were attained (Zikmund et al., 2009). A correlation coefficient greater than 0.35 indicated convergent validity. The Cronbach's alpha (α) coefficient was utilised to determine the internal consistency and reliability pertaining to the measurement scales that were selected for the questionnaires (Bryman & Bell, 2011). A Cronbach α coefficient within the range of 0.80 and 0.95 was indicative of very good reliability, a Cronbach α coefficient within the range of 0.70 and 0.80 indicated good reliability and a Cronbach α coefficient within the range of 0.6 and 0.70 indicated fair reliability (Zikmund et al., 2009).

Factor analysis was conducted and this included principal component analysis (PCA). The analysis was conducted to determine the distinctiveness of the constructs being measured. This type of analysis has been proven to produce comparable results when compared to common factor analysis. The selected analysis technique allowed for the reduction in the number of variables that accounted for most of the variance in the original data set (Beavers, Lounsbury, Richards, Huck, Skolits & Esquivel, 2013). The correlation matrix for the variables were examined to determine if there were many correlations above 0.30. This was an indicator that factor analysis was appropriate. Secondly, the Kaiser-Meyer-Olkin (KMO) test was conducted. The KMO value is a measure of sampling accuracy and is known to vary between 0 and 1. A KMO value greater than 0.50 was suggested to indicate that factor analysis was appropriate (Field, 2013). Lastly, the Bartlett's test of sphericity was done. The test should be significant ($p < 0.05$) to ensure the factor analysis was suitable (Pallant, 2013). The eigenvalue 1 rule was used to ascertain how many factors existed among the variables that were tested. Factors with an eigenvalue greater than or equal to 1 were extracted as these factors accounted for most of the variance (Zikmund et al., 2009). The varimax rotation method was selected in the PCA. This rotation method is generally deemed to be a good approach as it tends to allow for the resulting factors to be easily interpreted (Field, 2013).

Subsequent to the factor analysis, the data that was collected for each of the four constructs that were measured in this study were aggregated to determine the mean for each construct (Zikmund et al., 2009; Rich et al., 2010). The strength of the relationship between the dependent and independent constructs were investigated by

undertaking correlation tests in the form of the Pearson's correlation method. A correlation co-efficient closer to zero indicated a weak relationship and a correlation co-efficient closer to one would have indicated a stronger relationship. The direction of the relationship was indicated by the co-efficient either being negative or positive (Bryman & Bell, 2011). All statistical tests were conducted at a significance level of 95%.

Hierarchical linear multiple regression analysis was the analytical method adopted to gauge the influence of POS as the moderation variable (Field, 2013; Shantz et al., 2016). An interaction variable was calculated to determine the effect of the moderation variable and this required the independent variables to be centered. The hierarchical multiple regression method was followed by entering variables into the blocks of the regression analysis in a certain order (Field, 2013). Control variables, identified from the literature review, were entered in the first block followed by the independent variables in the second block and the interaction variable was entered in the third block. The standardised regression coefficient (β) and the coefficient of determination (r^2) were the outputs interpreted from the regression model. The β is an indicator of the relationship strength between the dependent and independent variable and ranges from -1 to 1. The β values closer to 1 were indicative of stronger relationships. The r^2 change values were interpreted as the percentage of variance in the dependent variables that could be accounted for by the independent variable provided the developed model was significant (Zikmund et al., 2009). Regression analysis was only conducted once all assumptions required for the analysis were validated. These assumptions included the following:

- Sample size – A research study examining two independent variables requires a minimum of 80 cases (Pallant, 2010). There were two independent variables in this study, namely employee engagement and POS. There were 118 respondents in this study and this was enough to conduct the regression analysis.
- Outliers - In this type of statistical analysis it was necessary to check the presence of outliers. Box plots as mentioned previously were utilised to determine the existence of any outliers in the residuals (Wegner, 2016). The developed box plots represented by Figures 6, 7, 8 and 9 revealed that there were no outliers identified in the data sets for the independent and dependent variables.

Figure 6: Employee Engagement - Box Plot

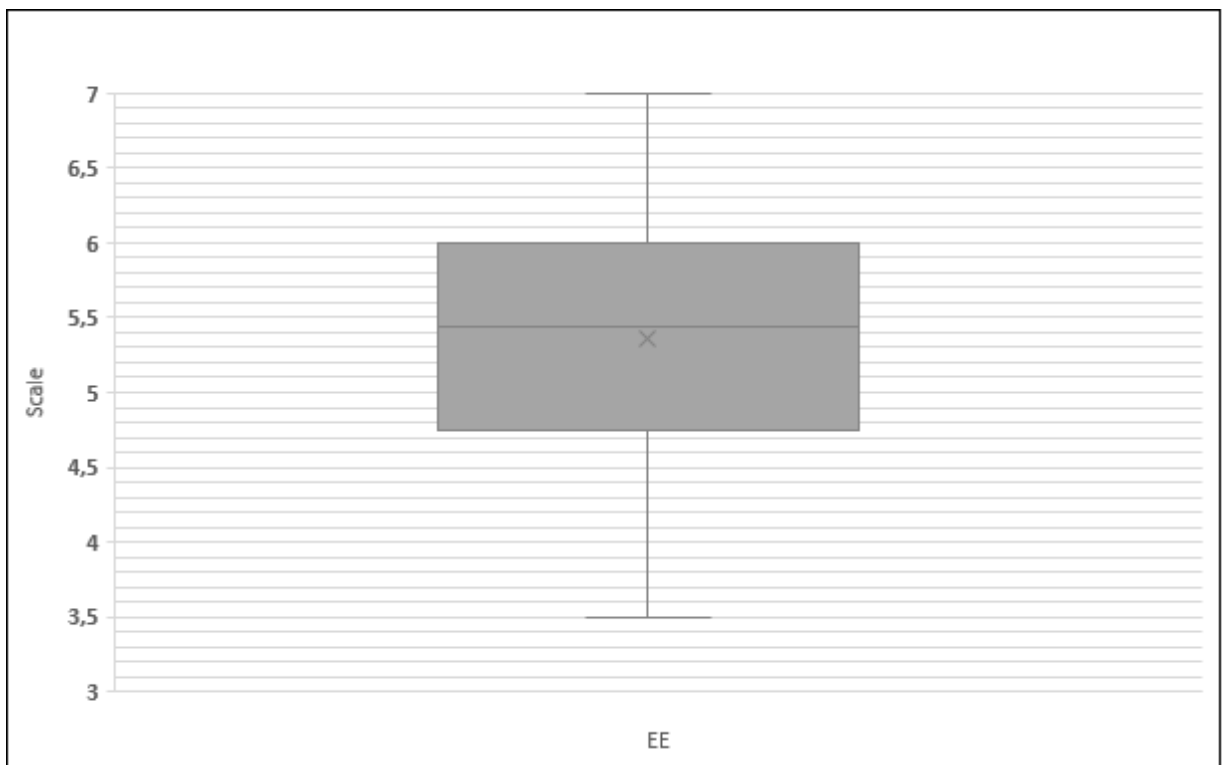


Figure 7: POS - Box Plot

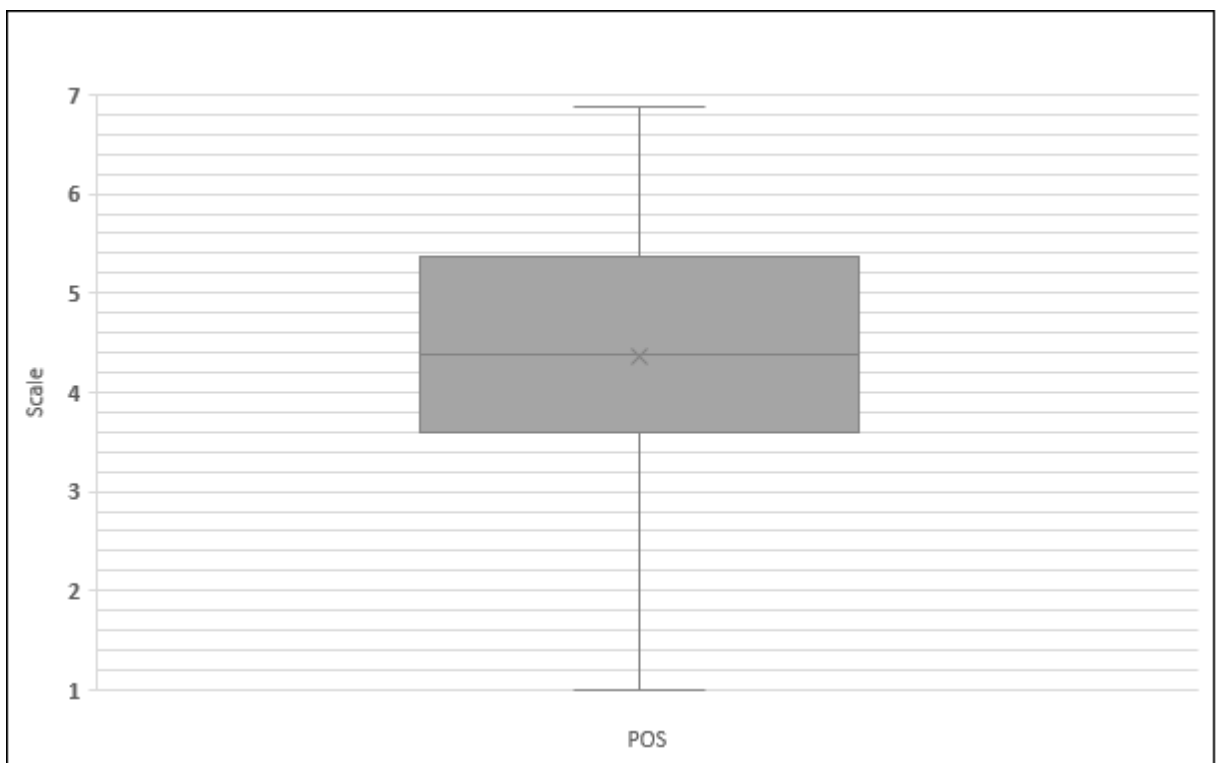


Figure 8: Discretionary Effort - Box Plot

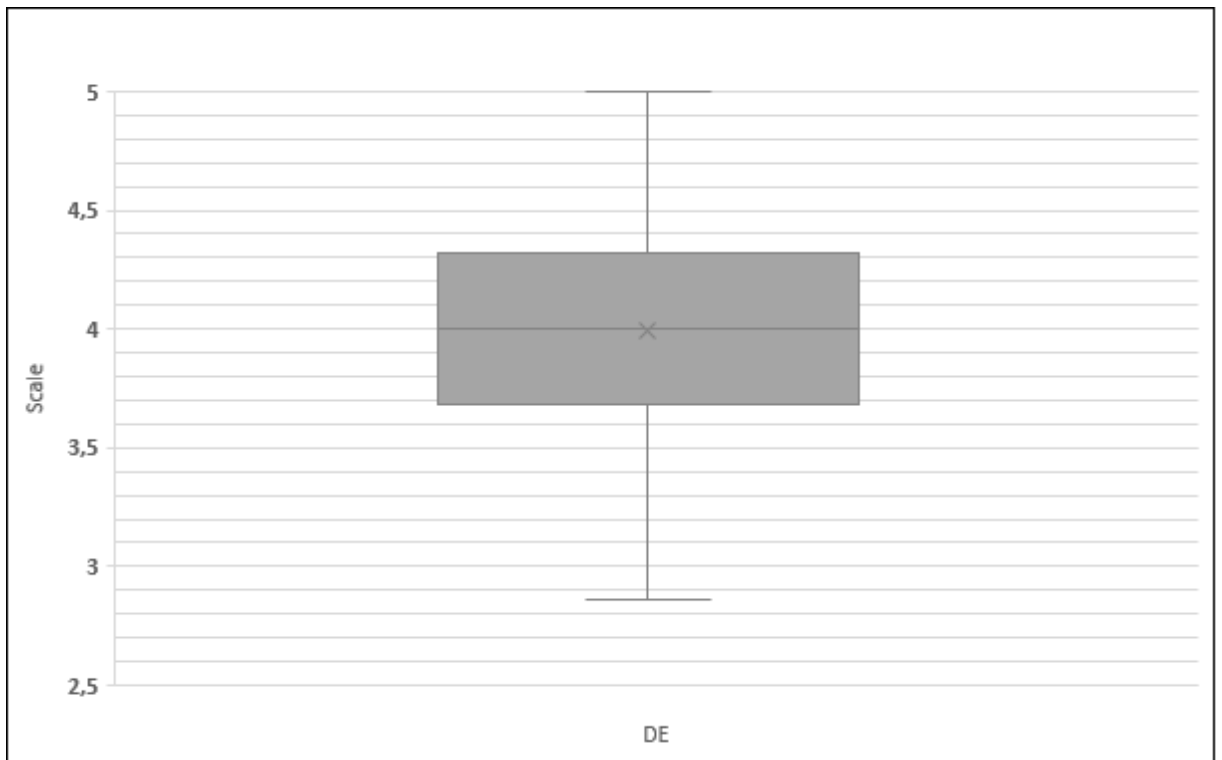
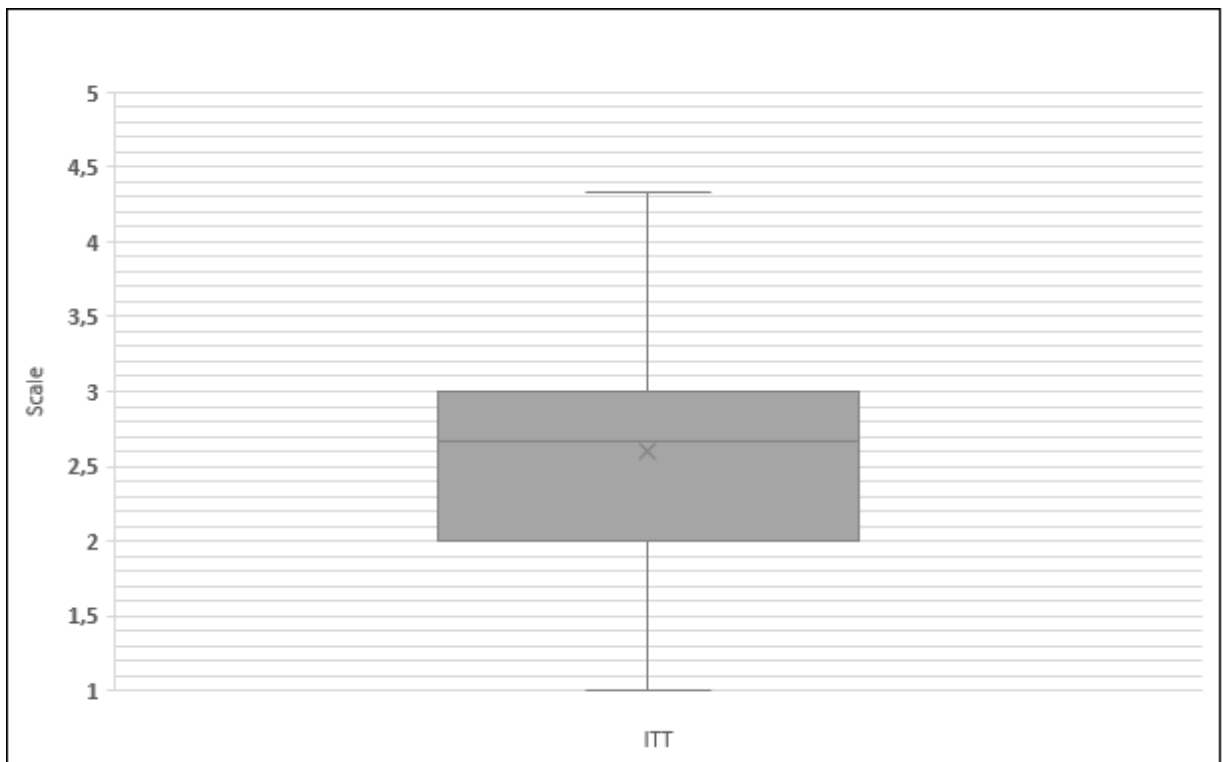


Figure 9: Intention to Turnover - Box Plot



- Linearity and Normality – Normal probability plots of standardised residuals for the dependent variables were examined to ensure that the residuals did not deviate from a normal distribution and were linearly distributed (Pallant, 2010). Figure 10 and Figure 11 reflected that these assumptions were met for the dependent variables.

Figure 10: Discretionary Effort – Normal Probability Plot of Regression

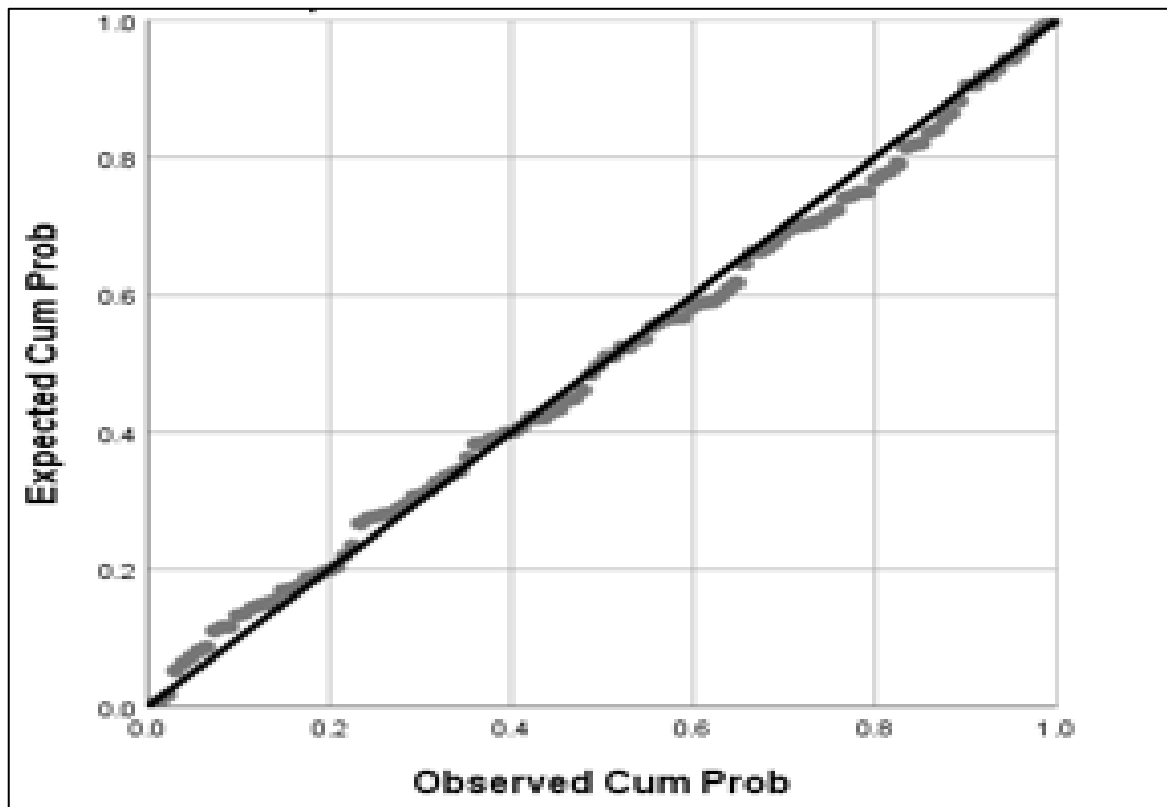
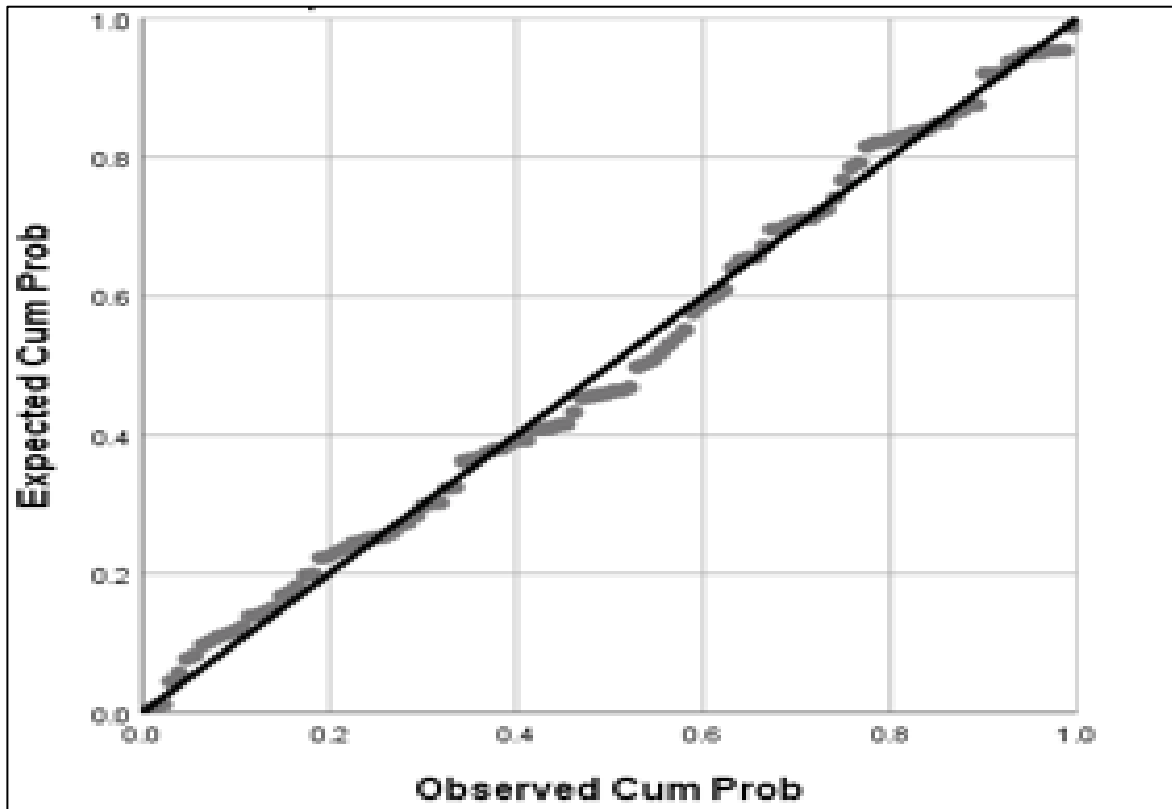


Figure 11: Intention to Turnover – Normal Probability Plot of Regression



- Multicollinearity – The term multicollinearity denotes the extent to which independent variables are correlated. A high multicollinearity in multiple regression analysis is not favourable. Variance inflation factors (VIF) were calculated to determine if there was a problem with multicollinearity. VIF values greater than 5 would have suggested high multicollinearity (Zikmund et al., 2009). The calculated VIF values for the items identified per construct in the study were all less than 5 and this was an indication that the multicollinearity was not a concern.
- Homoscedasticity – The assumption of homoscedasticity was tested by plotting standardised residuals on a scatterplot. A rectangular distribution of residuals was indicative of the homoscedasticity assumption being met (Pallant, 2010). Figure 12 and Figure 13 indicate that the assumptions of homoscedasticity were met.

Figure 12: Scatterplot – Discretionary Effort

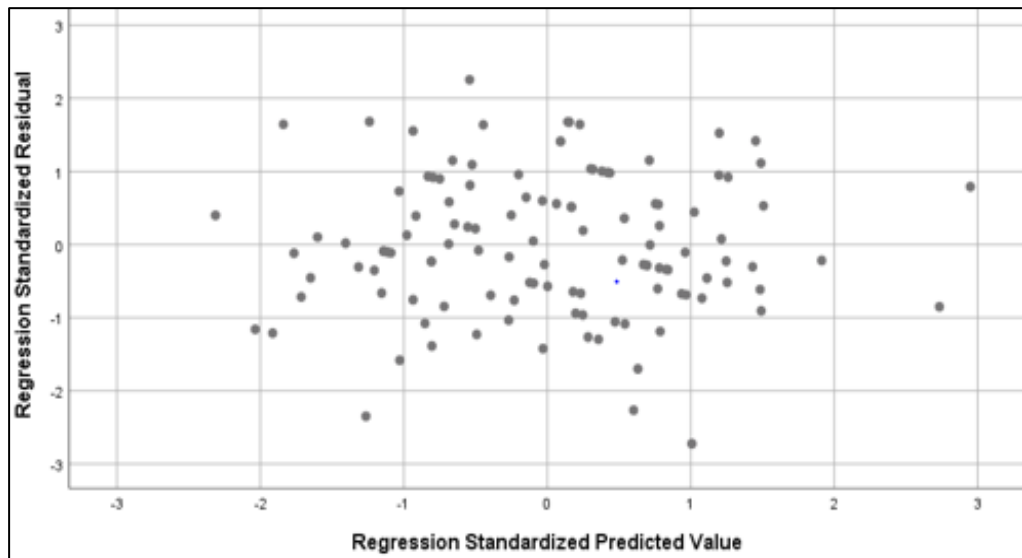
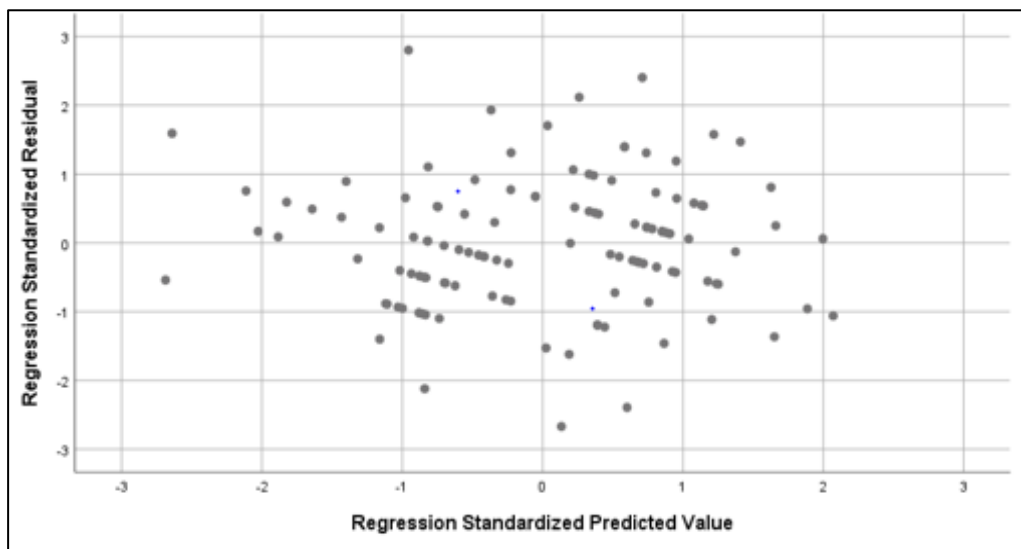


Figure 13: Scatterplot – Intention to Turnover



4.9. Limitations

This research was cross sectional in nature due to the focus being on one specific organisation in a specific industry at a point in time. A limitation was that study findings and implications may only be relevant to the selected organisation in which the research was conducted (Bryman & Bell, 2011).

According to Zikmund et al (2009) the risks associated with internet based self-completed questionnaires include self-selection bias and non-response error. These

risks would materialise when certain employees may have particularly strong feelings pertaining to perceived organisational support and this could be reflected in the results. This could potentially introduce bias into the data that was collected. Certain participants in the survey questionnaire opted not to respond to the survey timeously and many may have perceived the received survey email requesting participation as low priority in terms of their work pressures, deliverables and other emails received. It is plausible that due to the sensitive nature of the constructs tested that it may have influenced the non-response bias of potential respondents despite the assurance of anonymity. Telephonic feedback was also received from one employee to confirm as to whether the necessary governance for data collection was followed and whether they were allowed to take part in the research study and complete the questionnaire.

CHAPTER 5: RESULTS

Chapter four outlined the methodology for the research. This particular chapter will concentrate on the results generated from the quantitative analysis of the data collected from the survey questionnaires that were completed. The completed descriptive and inferential statistics enabled the assessment of the derived hypotheses related to employee engagement, discretionary effort, intention to turnover and perceived organisational support.

5.1. Descriptive Statistics – Respondent Information

There were 184 employees listed in the selected division of the organisation where the research study was undertaken. Each employee was emailed a link to the internet based survey. A total of 122 employees contributed to the research study by answering the survey questionnaire. There were 4 survey responses that were captured as incomplete and were disregarded. These responses did not form part of the statistical analysis. The remaining 118 employee responses ($n = 118$) was indicative of a 64 percent response rate. The sample for the research consisted of 57 percent male participants ($n = 67$) and 43 percent female participants ($n = 51$).

The age profile of the respondents and ethnic background of participants were the next demographic variables that were collected and the results in terms of frequency are indicated in Figure 14 and Figure 15 respectively. The age category between 31 to 40 years constituted most of the participants at 39 percent. This was closely followed by the categories 20 to 30 years (25 percent) and 41 to 50 years (20 percent).

Figure 14: Age Profile

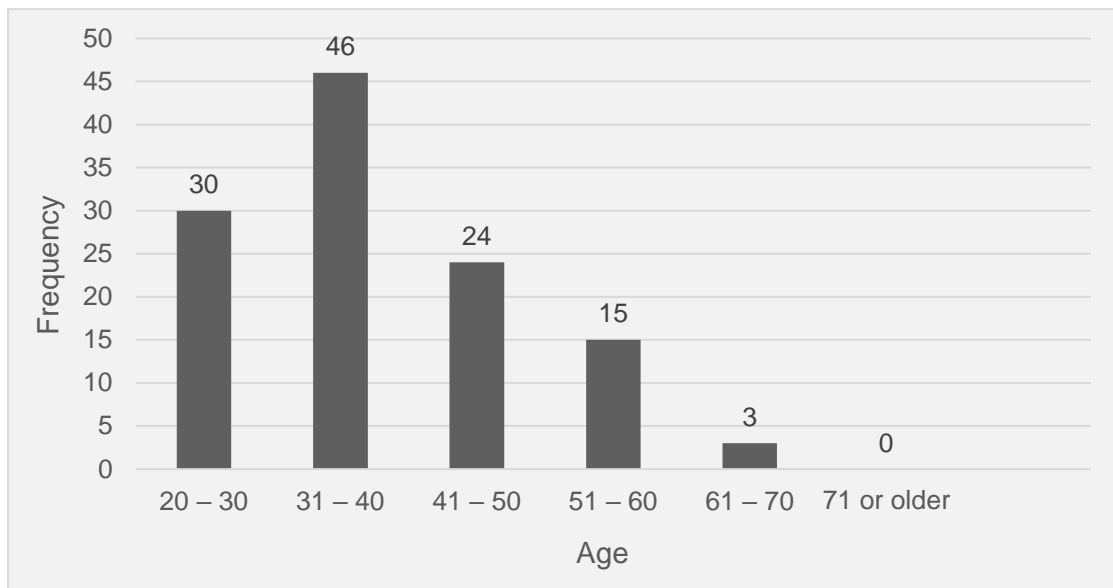


Figure 13 reflects that most of the participants were predominantly White (49 percent) followed by Black (31 percent), Asian (14 percent) and Coloured (6 percent). One participant indicated “Other” as their ethnic background.

Figure 15: Ethnic Background

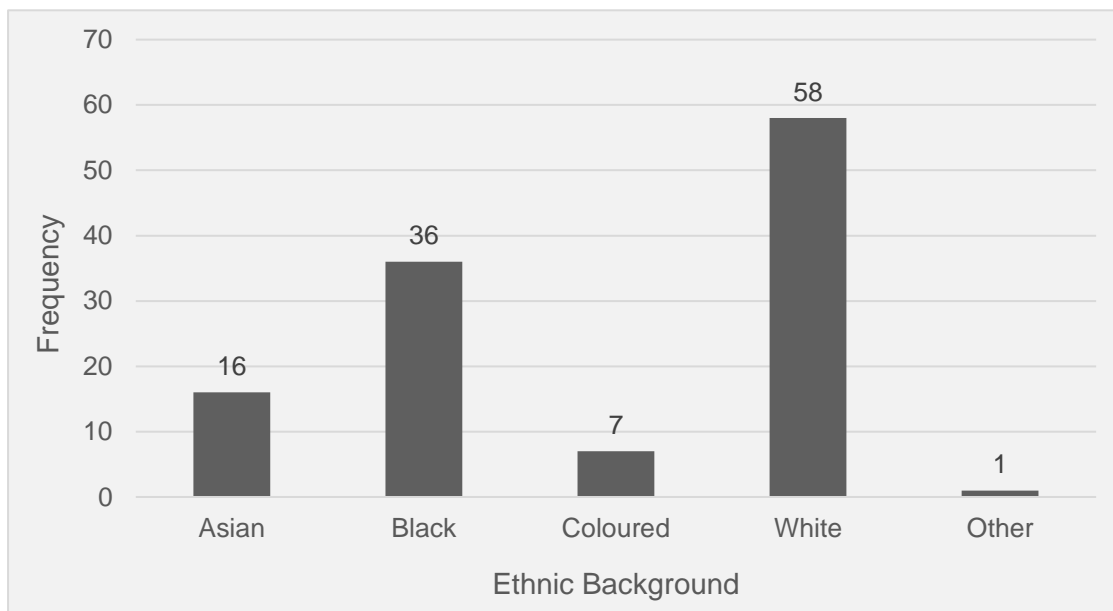


Table 1 indicates additional respondent characteristics such as tenure of the participants in the organisation, job role, qualifications of the employees and the number of direct reports per respondent. In terms of the context of the organisation, this division had undergone significant change in the past four years. The measurement of tenure

in the current organisation was used to determine that 72 percent of employees whom had experienced the organisational change associated with the division were still employed with the organisation. The percentage of employees that were employed after the organisational change initiative was 28 percent.

Table 1: Respondent Characteristics

Item	Category	Frequency	%
Job Role	Clerical / Administration	12	10
	Specialist	58	49
	Executive / Senior Management	8	7
	Middle Management	22	19
	Junior Management	7	6
	Other	11	9
Qualifications	Matric	6	5
	Technical / Vocational Education and Training	4	3
	Diploma	13	11
	Undergraduate Degree	49	42
	Postgraduate Degree	44	37
	Other	2	2
Direct Reports	0 people	77	65
	1 – 5 people	22	19
	6 – 10 people	10	8
	11 – 15 people	3	3
	16 – 20 people	4	3
	More than 20 people	2	2
Tenure	0 – 4 years	33	28
	5 – 10 years	33	28
	11 – 20 years	34	29
	21 – 30 years	13	11
	31 years or more	5	4

The study was conducted within a professional services division of an organisation and this was validated by 49% of the respondents being classified as specialists or providing professional services as well as 92 percent of the respondents having obtained tertiary education qualifications. The management proportion of the respondents totalled 32 percent and 65 percent of the respondents had no direct reports. Despite the job role categories in the questionnaire being quite comprehensive and descriptive there were 11 respondents which had registered in the “Other” category.

5.2. Validity, Reliability and Factor Analysis

The reliability and validity of the collected data was checked as well as verified through the computation of correlation matrices and the Cronbach α coefficients. The set of complete correlation matrices and Cronbach α coefficient tables for the intention to turnover, employee engagement, POS and discretionary effort measurement scales are depicted in Appendix D.

5.2.1. Perceived Organisational Support (POS)

The POS scale did not highlight any validity concerns. This was due to most of the correlations being greater than 0.30 in the correlation matrix. The initial overall Cronbach α co-efficient calculated for POS scale was 0.437 and was much lower than anticipated based on the literature review. The individual questionnaire statements obtained from literature were examined and items labelled POS6 and POS7 were reverse coded. The items were renamed as POS6r and POS7r respectively. The Cronbach α coefficient was recalculated after reverse coding and yielded a result of 0.887 which indicated very good reliability. The deletion of any items would not have increased the Cronbach α coefficient as reflected in Table 2.

Table 2: Perceived Organisational Support – Cronbach Alpha

Item	Questionnaire Statement	Cronbach's Alpha if Item Deleted
POS1	My organisation cares about my opinions.	0.866
POS2	My organisation really cares about my well-being.	0.860
POS3	My organisation strongly considers my goals and values.	0.862
POS4	Help is available from my organisation when I have a problem.	0.873
POS5	My organisation would forgive an honest mistake on my part.	0.881
POS6r	If given the opportunity, my organization would take advantage of me.	0.887
POS7r	My organisation shows very little concern for me.	0.861
POS8	My organization is willing to help me if I need a special favour.	0.890

The Bartlett's test of sphericity and KMO test were completed to determine whether factor analysis would be appropriate. Table 3 indicates that the Bartlett's test of sphericity was significant ($p < 0.05$) and a KMO value greater than 0.50. These results signified that sampling was adequate and factor analysis was appropriate.

Table 3: Perceived Organisational Support – Bartlett's and KMO Test

KMO Measure of Sampling Adequacy.		0.882
Bartlett's Test of Sphericity	Approx. Chi-Square	469.779
	Df	28
	Sig.	0.000

A principal component analysis was conducted to determine the number of components that loaded onto the POS construct and that accounted for most of the variance. The solution could not be rotated and only one component was extracted based on the eigenvalue 1 rule. The extracted component accounted for 56,420% of the total variance. The results are indicated in Table 4.

Table 4: Perceived Organisational Support – Total variance detailed

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	4.514	56.420	56.420	4.514	56.420	56.420
2	0.829	10.363	66.784			
3	0.787	9.832	76.616			
4	0.592	7.406	84.022			
5	0.407	5.092	89.114			
6	0.386	4.828	93.942			
7	0.267	3.343	97.285			
8	0.217	2.715	100.000			

Extraction Method: Principal Component Analysis.

5.2.2. Employee Engagement

The employee engagement scale highlighted a validity concern with item EE9 when the correlation matrix was examined. This was due to most of the correlations with the identified item being less than 0.30 in the correlation matrix. The initial overall Cronbach α co-efficient calculated for the employee engagement scale was 0.854 which indicated very good reliability. However, Table 5 which indicates the Cronbach α coefficient for each item in the scale was examined and it was evident that if item EE9 was be deleted it would result in an overall increased Cronbach α co-efficient of 0.868. This resulted in a small increase in reliability but the validity concern with respect to the same item was also taken into consideration and the item EE9 was deleted from the scale.

Table 5: Employee Engagement – Cronbach Alpha

Item	Questionnaire Statement	Cronbach's Alpha if Item Deleted
EE1	At my work, I feel bursting with energy.	.838
EE2	At my job, I feel strong and vigorous.	.838
EE3	I am enthusiastic about my job.	.825
EE4	My job inspires me.	.822
EE5	When I get up in the morning, I feel like going to work.	.834
EE6	I feel happy when I am working intensely.	.851
EE7	I am proud of the work that I do.	.836
EE8	I am immersed in my work.	.837
EE9	I get carried away when I am working.	.868

Table 6 indicates that the Bartlett's test of sphericity was significant ($p < 0.05$) and a KMO value greater than 0.50. These results signified that sampling was adequate and factor analysis was appropriate.

Table 6: Employee Engagement – Bartlett's and KMO Test

KMO Measure of Sampling Adequacy.		0.855
Bartlett's Test of Sphericity	Approx. Chi-Square	406.423
	Df	28
	Sig.	0.000

A principal component analysis was conducted to determine the number of components that loaded onto the employee engagement construct and that accounted for most of the variance. The solution could not be rotated and only one component was extracted based on the eigenvalue 1 rule. The extracted component accounted for 52.667% of the total variance. The results are indicated in Table 7.

Table 7: Employee engagement – Total variance detailed

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	4.213	52.667	52.667	4.213	52.667	52.667
2	0.928	11.601	64.267			
3	0.797	9.963	74.230			
4	0.614	7.676	81.906			
5	0.507	6.343	88.249			
6	0.408	5.103	93.352			
7	0.287	3.590	96.943			
8	0.245	3.057	100.000			

Extraction Method: Principal Component Analysis.

5.2.3. Intention to Turnover

The intention to turnover scale was a relatively short scale consisting of 3 items. The correlation matrix was examined and validity was ascertained as each item had a correlation greater than 0.30 in the correlation matrix when compared to the other items in the scale. The overall Cronbach α co-efficient calculated for the intention to turnover scale was 0.613 which indicated a fair reliability. Table 8 indicates the Cronbach α coefficient for each item in the scale and it was evident that the deletion of any of the items would not have increased the Cronbach α coefficient.

Table 8: Intention to Turnover – Cronbach Alpha

Item	Questionnaire Statement	Cronbach's Alpha if Item Deleted
ITT1	If I have my own way, I will be working for another company one year from now.	0.524
ITT2	I frequently think of quitting my job.	0.556
ITT3	I am planning to search for a new job during the next 12 months.	0.450

Table 9 indicates that the Bartlett's test of sphericity was significant ($p < 0.05$) and a KMO value greater than 0.50. These results signified that sampling was adequate and factor analysis was appropriate.

Table 9: Intention to Turnover – Bartlett's and KMO Test

KMO Measure of Sampling Adequacy.		0.635
Bartlett's Test of Sphericity	Approx. Chi-Square	38.067
	Df	3
	Sig.	0.000

A principal component analysis was conducted to determine the number of components that loaded onto the intention to turnover construct and that accounted for most of the variance. The solution could not be rotated and only one component was extracted based on the eigenvalue 1 rule. The extracted component accounted for 56,404% of the total variance. The results are indicated in table 10.

Table 10: Intention to Turnover – Total variance detailed

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	1.692	56.404	56.404	1.692	56.404	56.404
2	0.709	23.626	80.030			
3	0.599	19.970	100.000			

Extraction Method: Principal Component Analysis.

5.2.4. Discretionary Effort

The correlation matrix was examined and validity was ascertained as the scale items had sufficient correlations greater than 0.30 in the correlation matrix when compared to the other items in the scale. The overall Cronbach α co-efficient calculated for the discretionary effort scale was 0.818 which indicated very good reliability. Table 11 indicates the Cronbach α coefficient for each item in the scale and it was evident that the deletion of any of the items would not have increased the overall Cronbach α coefficient.

Table 11: Discretionary Effort – Cronbach Alpha

Item	Questionnaire Statement	Cronbach's Alpha if Item Deleted
DE1	When I work, I really exert myself to the fullest, beyond that what is expected.	0.800
DE2	I finish a job even if it means sacrificing breaks or lunches.	0.790
DE3	I do more than is expected of me.	0.792
DE4	I voluntarily put in extra hours to achieve a result faster.	0.795
DE5	I persist in overcoming obstacles to complete an important task.	0.800
DE6	I put in extra effort whenever I find it necessary.	0.785
DE7	I work harder than expected to help my organisation to be successful.	0.794

Table 12 indicates that the Bartlett's test of sphericity was significant ($p < 0.05$) and a KMO value greater than 0.50. These results signified that the sampling was acceptable and that factor analysis would be appropriate.

Table 12: Discretionary Effort – Bartlett's and KMO Test

KMO Measure of Sampling Adequacy.		0.802
Bartlett's Test of Sphericity	Approx. Chi-Square	248.257
	Df	21
	Sig.	0.000

A principal component analysis was conducted to determine the number of components that loaded onto the discretionary effort construct and that accounted for most of the variance. The solution could not be rotated and only one component was extracted based on the eigenvalue 1 rule. The extracted component accounted for 48.085% of the total variance. The results are indicated in Table 13.

Table 13: Discretionary Effort – Total variance detailed

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative %
1	3.366	48.085	48.085	3.366	48.085	48.085
2	0.911	13.015	61.101			
3	0.843	12.039	73.140			
4	0.627	8.960	82.100			
5	0.499	7.128	89.228			
6	0.427	6.101	95.329			
7	0.327	4.671	100.000			

Extraction Method: Principal Component Analysis.

5.3. Descriptive Statistics and Construct Correlations

The factor analysis results indicated that it was possible to group the items associated with each construct based on acceptable reliability and validity. It was established that a total of one factor loaded per construct. Table 14 indicates the descriptive statistics for the developed constructs.

Table 14: Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
EE	118	3.50	7.00	5.355	0.819	-0.266	-0.578
DE	118	2.57	5.00	3.996	0.517	-0.119	-0.333
ITT	118	1.00	4.33	2.602	0.685	0.099	-0.295
POS	118	1.00	6.88	4.363	1.270	-0.382	-0.015

5.3.1. Perceived Organisational Support

Table 14 indicates the descriptive statistics for POS. The construct was measured on a seven point Likert scale and the mean calculated for POS was 4.363. This based on the Likert scale indicated that the employees were close to neutral in terms of their perceptions of organisational support. The standard deviation was 1.270 and the data

set was negatively skewed which implied there were a few smaller values for POS in the sample (Wegner, 2016).

5.3.2. Employee Engagement

Table 14 indicates the descriptive statistics for employee engagement. The construct was measured on a seven point Likert scale and the mean calculated for employee engagement was 5.355. This based on the Likert scale indicated that the employees often felt engaged more than once a week. The standard deviation was 0.819 and the data set was negatively skewed which implied there were a few smaller values for employee engagement in the sample (Wegner, 2016).

5.3.3. Intention to Turnover

Table 14 indicates the descriptive statistics for intention to turnover. The construct was measured on a five point Likert scale and the mean calculated for intention to turnover was 2,602. This based on the Likert scale indicated that the employees were between disagree and undecided in terms of their intentions to leave the organisation. The standard deviation was 0.685 and the data set was slightly positively skewed which implied there were some larger values for intention to turnover in the sample (Wegner, 2016).

5.3.4. Discretionary Effort

Table 14 indicates the descriptive statistics for discretionary effort. The construct was measured on a five point Likert scale and the mean calculated for discretionary effort was 3,996. This based on the Likert scale indicated that the employees were often engaged in increased discretionary effort. The standard deviation was 0.517 and the data set was negatively skewed which implied there were a few smaller values for discretionary effort in the sample (Wegner, 2016).

5.3.5. Construct Correlations

The descriptive statistics and Pearson's correlation (r) matrix for the investigated constructs were developed and depicted in Table 15. Six significant relationships pertaining to independent and dependent variables were established. Two of the significant relationships were related to the developed hypotheses. This included a positive significant relationship between employee engagement and discretionary effort ($p < 0.05$; $r = 0.297$) and a negative significant relationship between employee engagement and intention to turnover of an employee ($p < 0.05$; $r = -0.290$). The remaining four significant relationships identified were not part of the developed hypotheses. These significant relationships are indicated below:

- There was a positive significant relationship between employee engagement and POS ($p < 0.05$; $r = 0.265$).
- There was a negative significant relationship between intention to turnover and POS ($p < 0.05$; $r = -0.384$)
- There was a negative significant relationship between intention to turnover and age ($p < 0.05$; $r = -0.226$)
- There was a positive significant relationship between employee engagement and the job role of an employee ($p < 0.05$; $r = 0.262$).

Table 15: Correlations Matrix

		Mean	SD	1	2	3	4	5	6
1	EE	5.355	0.819	1					
2	DE	3.996	0.517	.297**	1				
3	ITT	2.602	0.685	-.290**	-.129	1			
4	POS	4.363	1.270	.265**	-.021	-.384**	1		
5	JOB_ROLE	2.890	1.472	.262**	-.023	-.134**	.113	1	
6	AGE	2.280	1.061	.169	.060	-.226*	-.003	.096	1

Notes: N=118, ** $p < .01$; * $p < .05$

5.4. Hierarchical Linear Multiple Regression

Hierarchical linear multiple regressions were done to determine the moderation effect of POS on the specified employee engagement outcome behaviours of discretionary effort (DE) and intention to turnover (ITT) as stated in hypothesis three and four. All the assumptions for conducting a regression analysis were first tested and validated prior to performing the statistical analysis. The model summary and coefficient results of the analysis for the dependent variable discretionary effort and predictors are indicated in Tables 16 and 17. The full results of the regression analysis are reflected in Appendix E.

The control variables for this study which included job role, tenure, gender, qualification, race, direct reports and age were entered into block one of the regression analysis. The results of the analysis for the control variables are reflected in Table 16 and form part of model 1. Model 1 was not statistically significant ($p > 0.05$). The independent variables of employee engagement (EE) and POS were entered into block two (Model 2) and the centered interaction variable (i.e. EE_POS_centered) was entered into block three (Model 3).

Table 16: Discretionary Effort - Model Summary

Model	R	R Square (r^2)	Adjusted R Square	F Change	Sig. F Change
1	.185 ^a	0.034	-0.027	0.557	0.789
2	.388 ^b	0.150	0.080	7.388	0.001
3	.402 ^c	0.161	0.083	1.383	0.242

a. Predictors: (Constant), Control Variables

b. Predictors: (Constant), Control Variables, POS, EE

c. Predictors: (Constant), Control variables, POS, EE, EE_POS_centered

d. Dependent Variable: DE

Table 17: Discretionary Effort – Model 3 Coefficients

Model	Standardized Coefficients	T	Sig.	Collinearity Statistics		
				B	Tolerance	VIF
3	(Constant)	13.944	0.000			
	Age	-0.073	-0.578	0.564	0.490	2.040
	Gender	-0.166	-1.779	0.078	0.898	1.113
	Race	0.074	0.731	0.466	0.757	1.321
	Tenure	0.154	1.255	0.212	0.522	1.917
	Reports	-0.044	-0.423	0.673	0.741	1.349
	Qualification	0.026	0.263	0.793	0.830	1.205
	Job_role	-0.070	-0.710	0.479	0.797	1.255
	EE	0.397	3.964	0.000	0.782	1.279
	POS	-0.145	-1.489	0.139	0.822	1.216
	EE_POS_centered	0.111	1.176	0.242	0.887	1.127

a. Dependent Variable: DE

The model summary and coefficient results of the analysis for the dependent variable intention to turnover and predictors are indicated in Tables 18 and 19. The results for model 1, which introduced the control variables for the study into the regression analysis, was not statistically significant ($p > 0.05$). The effect of the addition of the independent variables are indicated by Model 2 and the effect of the interaction variable indicated in Model 3.

Table 18: Intention to Turnover - Model Summary

Model	R	R Square (r^2)	Adjusted R Square	F Change	Sig. F Change
1	.283 ^a	0.080	0.022	1.373	0.224
2	.494 ^b	0.244	0.181	11.728	0.000
3	.508 ^c	0.258	0.188	1.899	0.171

a. Predictors: (Constant), Control Variables

b. Predictors: (Constant), Control Variables, POS, EE

c. Predictors: (Constant), Control Variables, POS, EE, EE_POS_centered

d. Dependent Variable: ITT

Table 19: Intention to Turnover – Model 3 Coefficients

Model		Standardized	T	Sig.	Collinearity Statistics	
		Coefficients			Tolerance	VIF
		β				
3	(Constant)		8.893	0.000		
	Age	-0.223	-1.875	0.064	0.490	2.040
	Gender	0.053	0.601	0.549	0.898	1.113
	Race	-0.089	-0.926	0.357	0.757	1.321
	Tenure	0.039	0.335	0.739	0.522	1.917
	Reports	-0.048	-0.491	0.624	0.741	1.349
	Qualification	-0.107	-1.176	0.242	0.830	1.205
	Job_role	-0.014	-0.153	0.879	0.797	1.255
	EE	-0.195	-2.069	0.041	0.782	1.279
	POS	-0.298	-3.240	0.002	0.822	1.216
	EE_POS_centered	-0.122	-1.378	0.171	0.887	1.127

a. Dependent Variable: ITT

5.5. Hypothesis Results

5.5.1. Hypothesis 1

The null hypothesis one stated that there was no negative and significant relationship between employee engagement (independent variable) and intention to turnover (dependent variable). The results in Table 15 indicated that there was a statistically significant relationship between the two variables ($p < 0.05$, $N=118$). The Pearson's correlation coefficient ($r = -0.129$) specified a weak negative correlation between employee engagement and intention to turnover. Thus, the null hypothesis was rejected and the alternative hypothesis was supported. There was a negative and significant relationship between employee engagement and intention to turnover post organisational change.

5.5.2. Hypothesis 2

The null hypothesis two stated that there was no positive and significant relationship between employee engagement (independent variable) and discretionary effort (dependent variable). The results in Table 15 indicated that there was a statistically significant relationship between the two variables ($p < 0.05$, $N=118$). The Pearson's correlation coefficient ($r = 0.297$) specified a weak positive correlation between employee engagement and discretionary effort. Thus, the null hypothesis was rejected and the alternative hypothesis was supported. There was a positive and significant relationship between employee engagement and discretionary effort.

5.5.3. Hypothesis 3

The null hypothesis three stated that POS does not act as a moderator in the relationship between employee engagement and discretionary effort. The results of the regression analysis reflected in Table 16 indicated that model 2 which evaluated introduction of the independent variables into the analysis was statistically significant ($p < 0.05$). The r^2 value of 0.150 indicated that the independent variables in the model 2 accounted for 15 percent of variance in the dependent variable discretionary effort. Model 3 which tested the effect of the moderator variable POS through the created interaction variable was not statistically significant ($p > 0.05$). The β value (0.111) for the interaction variable in Table 17 is also not statistically significant. Therefore, it was concluded that the results obtained failed to reject the null hypothesis three.

5.5.4. Hypothesis 4

The null hypothesis four stated that POS does not act as a moderator in the relationship between employee engagement and intention to turnover. The results of the regression analysis reflected in Table 18 indicated that model 2 which evaluated the introduction of the independent variables into the analysis was statistically significant ($p < 0.05$). The r^2 value of 0.244 indicated that the independent variables in the model 2 accounted for 24.4 percent of variance in the dependent variable intention to turnover. Model 3 which tested the effect of the moderator variable POS was not statistically significant ($p > 0.05$). The β value (-0.122) for the interaction variable in Table 19 is also not statistically

significant. Therefore, it was concluded that the results obtained failed to reject the null hypothesis four.

5.6. Conclusion

This chapter presented the completed inferential and descriptive statistics that were undertaken for the research study. The results enabled the assessment of the hypotheses that were stated in chapter three. It was concluded from hypothesis one and two that employee engagement was significantly correlated to an employee's discretionary effort and their intention to turnover. Hypothesis three and four were not supported as perceived organisational support did not moderate the relationship between employee engagement and the dependent variables of discretionary effort and intention to turnover. The respective models in the regression analysis that accounted for the control variables in the study were found to be insignificant in relation to the dependent variables. Chapter six will focus on the explanation of the results in relation to the literature review.

CHAPTER 6: DISCUSSION

6.1. Introduction

The discussion in this chapter was in relation to the hypotheses and research questions that were formulated in Chapter three. The statistical results reported in Chapter five formed the basis for the discussion. The purpose of the research was to understand how organisational support is perceived by employees and the role it plays with respect to employee engagement and outcome behaviours. The constructs that were investigated included POS, employee engagement, intention to turnover and discretionary effort within the context of an organisation that had previously undergone significant organisational change. The objectives of the study were to determine the following:

- The first objective of the research was to empirically test the previously researched and documented relationship between employee engagement and the employee behaviours of intention to turnover and discretionary effort within the context of post organisational change.
- The second objective of the research was to determine whether POS from the perspective of the employee is an area that management can leverage to moderate the adverse discretionary behaviours of employees post organisational change.

6.2. Descriptive Statistics

The data that was collected consisted of 122 responses. The removal of four incomplete responses resulted in a total of 118 responses that were further analysed for the purposes of the research. The sample size obtained was adequate for research involving two independent variables and the inferential statistics that were conducted (Pallant, 2010).

A large percentage of employees (i.e. 72 percent) that had experienced the organisational change were still employed with the organisation. This was pertinent as the actual effect of the change on the majority of the workforce could be gauged through the analysis. The organisation had also started employing personnel post change as 28 percent of the workforce had been with the organisation for less than four years.

The results of the study indicated that there was a negative significant relationship between intention to turnover and age ($p < 0.05$; $r = -0.226$). This implied that the older employees in the organisation were less likely to have intentions of leaving the organisation post organisational change. The age of employees was identified as an important control variable as older employees were identified as being more engaged than their younger cohorts (James, McKechnie & Swanberg, 2011). However, despite the older employees having less intentions to leave, a significant relationship between employee engagement and age could not be identified. This result may have been influenced by the context of this study.

There were 11 respondents constituting 9 percent of the study sample which registered in the "Other" job role category. Given the limited job role categories associated with the selected division of the organisation it may be fair to assume that either the respondents were not comfortable disclosing their job role category or additional insight may have been required. More clarity could have been attained through a more qualitative analysis to determine other role categories that may have existed in the division, however the selected research method was chosen to ensure anonymity of the respondents. The results of the study indicated that 32 percent of the employees occupied management positions and a positive significant relationship between employee engagement and job role ($p < 0.05$; $r = 0.262$) was identified. This implied that the managers in the division were more likely to be engaged than employees in specialist and non-management positions.

Banihani et al. (2013) suggested that employee engagement is not neutral in terms of gender and more research is required in the field to understand how engagement in an organisation would vary based on gender. Context has been found to play an important role in employee engagement relationships and a better understanding is required to determine how the relationships are influenced based on context, individual differences

and organisational settings (Bailey et al., 2017). The results of this study found that gender was not significantly related to employee engagement within the context of post organisational change. The other control variables of tenure, gender, ethnic background and qualifications were found not to have significant relationships with the dependent and independent variables in this study.

6.3. Reliability and Validity

The four scales adopted for measurement of the constructs in this study were obtained from past literature studies and had demonstrated good internal reliability previously. In terms of the intention to turnover scale the statistical analysis that was conducted for this study indicated a Cronbach α coefficient of 0.61. This was interpreted as the scale being fairly reliable. The calculated Cronbach α coefficient was much lower than the 0.75 and 0.81 obtained by Colarelli (1984) and Shuck et al. (2011) respectively. Additionally, when the correlation matrix was examined for the employee engagement scale a validity concern was highlighted with item EE9, which stated that “I get carried away when I am working”. This implied that context may have influenced the reliability of some of the measurement scales. The requirements for factor analysis were met and for each of the four concepts that were measured in this study only one component was extracted based on the eigenvalue 1 rule. The mean was then calculated for each construct.

6.4. Discussion of Results – Overview

The evaluation of the outcome of the organisational change in the selected division did not form part of the scope of this research. The concept of employee engagement is not a measurement of the success of a change initiative, however it is evident through interpretation of the calculated mean for the employee engagement construct that the current set of employees were engaged post organisational change. Organisational change such as restructuring and downsizing is normally associated with adversely impacting the discretionary behaviours of employees such as their intention to turnover (Rafferty & Griffin, 2006). The organisational context is deemed to be an important factor in an employee’s resistance to organisational change (Oreg, 2006). The link

between employee engagement and favourable discretionary behaviours resulting in positive outcomes for an organisation have been documented (Markos & Sridevi, 2010). The results of the study implied that despite this particular context the presence of the empirical relationship between an engaged workforce and favourable outcome behaviours were maintained.

It has been found that the commitment levels of employees post organisation change may be impacted by practices employed by an organisation such as the provision of certain tangible and intangible resources prior to change (Shin et al., 2012). The resulting engaged workforce post organisational change lends support to the social exchange framework. Saks (2006) highlighted that the social exchange framework could be used to explain that employees feel more engaged due to the perception that the organisation is concerned for their welfare and has supported them sufficiently. The proper communication of a change initiative and the belief that the process was conducted fairly also influences the trust relationship between employees and management. Although the concept of trust was not measured in this study, the results of this research suggest that the employees felt adequately supported by the organisation through the change initiative. This could have been attributed to a certain degree of institutional trust (Hofmeyer, 2013) and loyalty that was maintained between the employees and employer which was validated by the employees remaining engaged (Biswas & Bhatnagar, 2013).

The result of the study also supported the COR theory which states that employees are motivated by protecting resources and possibly acquiring new resources after a change (Hobfoll, 2001; Halbesleben et al., 2014). Despite resources being limited post organisational change, employees may be motivated by the resources that are available and they would have therefore been able to adapt and adjust to the organisational change (Van den Heuvel et al., 2014). Resource categories identified to be strongly related to employee engagement were opportunities for employee growth, advancement opportunities and organisational support (Rothmann & Rothmann Jr, 2010). POS was found in this study to have a significant relationship with employee engagement. This supports the premise that POS, when identified as a job resource, contributes to the engagement levels of employees (Caesens et al., 2015).

6.5. Discussion of Research Question 1

RQ1: What is the significance of the relationship between employee engagement and certain outcome behaviours post organisational change?

In the evaluation of the construct intention to turnover the results of the study indicated that increased engagement levels in employees would result in decreased turnover intentions. Several studies have concluded that employee engagement is negatively and significantly related to the intention to turnover of employees (Shuck et al., 2011; Bailey et al., 2017; Rich et al., 2010; Zhong et al., 2015). This research provided valuable insight by establishing that the employees may still have intentions to remain with the organisation despite the organisation having previously undertaken significant change. This is with the provision that the employees remained engaged.

The study also evaluated the relationship between employee engagement and the discretionary effort of an employee post organisational change. The outcomes of this analysis indicated that an increase in engagement levels would result in an employee displaying increased levels of discretionary effort. These findings are in support of previous literature studies which concluded that employee engagement is positively and significantly related to the discretionary effort of employees (Bailey et al., 2017; Shuck et al., 2011). It has been identified that discretionary effort is when an individual has exhibited more effort in their work than is formally agreed with their employer (Frenkel & Bednall, 2016). The calculated mean of 3.996 for the discretionary effort construct indicated that the employees were often engaged in increased discretionary effort. Increased levels of discretionary effort were found to be advantageous to employers (Macey & Schneider, 2008). This research indicated that the previously established relationship between employee engagement and discretionary effort would still be valid in the context of post organisational change.

6.6. Conclusion of Research Question 1

This study determined the significance of the relationships between employee engagement and the employee outcome behaviours of intention to turnover and

discretionary effort post organisational change. The conclusions were based on empirical results testing the conceptual model developed by Shuck et al. (2011). As a result, it can be concluded that research question one was answered and the first objective of the study was met.

6.7. Discussion of Research Question 2

RQ2: What is the influence of POS on the relationship between outcome behaviours and employee engagement post organisational change?

Organisational change often results in the changing of job roles, positions and classification of tasks in an organisation (Oreg, 2006). In addition, the reduction in available resources as well as additional responsibilities for employees often occur post organisational change (Van Dierendonck & Jacobs, 2012). The results of this study indicated that there was a negative significant relationship between intention to turnover and POS ($p < 0.05$; $r = -0.384$). This supported the findings of Kurtessis et al. (2015) which highlighted that when employees felt adequately supported by the organisation, they were less likely to have intentions of leaving.

This study was undertaken within a professional services division with 93 percent of the employees attaining a post matric qualification. The implication was that the majority of the workforce were skilled and knowledgeable in order to provide professional services to satisfy their stakeholder requirements. Employees having the necessary skills and knowledge have been found to be adaptable to changes and uncertainty in their work environments (Parker & Griffin, 2011) and thus may be able to handle demands experienced post organisational change. Literature related to the JDR theory which indicated that when the demands of a job were perceived as being challenging, this would result in a positive relationship with employee engagement (Crawford et al., 2010). Thus, it is plausible that employees with higher energy and performance levels tend to find ways to create resources over time that are beneficial to both the employees and organisations in terms of increased engagement levels (Bakker, Schaufeli, Leiter & Taris, 2008). Employees that perceive to have sufficient resources tend to be engaged and may not require additional resources to promote beneficial behaviours (Shantz et al., 2016).

Furthermore, the results of this study indicated that the workforce was engaged and there was a positive and significant relationship between employee engagement and POS ($p < 0.05$; $r = 0.265$). These results were in support of literature with POS being previously identified as a positive predictor of employee engagement (Caesens et al., 2015; Zhong et al., 2015; Rich et al., 2010). This study then proceeded to address research question two by determining the moderating potential of POS post organisational change through a hierarchical linear multiple regression analysis. The study evaluated whether POS, which was identified as a job resource, acted as a moderator in the relationship between employee engagement and certain outcome behaviours. The moderating influence of POS on employee engagement and outcome behaviours had been established previously and was found to have reduced negative employee outcome behaviours such as the intention to turnover of employees when there were low levels of employee engagement (Alfes et al., 2013; Shantz et al., 2016). The results of the study indicated that POS did not act as a moderator in the relationship between employee engagement and intention to turnover or between employee engagement and discretionary effort. These findings were in contradiction to the previous literature studies positing the moderating effect of POS. The findings could possibly be explained by a contrasting view in literature in that the association between POS, employee engagement and engagement outcome behaviours may be influenced by context (Parker & Griffin, 2011). The control variables were entered into block one of the regression model and were found not to be significant.

POS has also been identified as a possible resource that could be adopted by employees to replace depleted resources and these findings were based on the COR theory (Shantz et al., 2016). Accordingly, this research highlighted that within the context of post organisational change, POS may function as a predictor of employee engagement based on COR theory but POS may not necessarily function as a moderator between the independent variable employee engagement and the outcome behaviours of intention to turnover and discretionary effort.

6.8. Conclusion of Research Question 2

This study determined that POS is a resource that is significantly impacted by organisational change. Importantly, despite the study supporting the predictive nature

of POS with respect to employee engagement, it was determined that POS was not necessarily an area that management could leverage to further moderate the adverse discretionary behaviours of engaged employees post organisational change. Research question two was answered and it can be concluded that the second objective of the study was met. The next chapter will highlight the principal findings of this study and discuss practical implications, limitations and future research opportunities.

CHAPTER 7: CONCLUSION

7.1. Introduction

The two objectives outlined for the study were achieved as per the discussion in Chapter six. The main conclusions of the research are outlined in this chapter as well as how the findings could prove beneficial to management. The chapter concludes with documented limitations identified during the research and future research opportunities to expand the knowledge base related to the constructs of employee engagement and POS.

7.2. Principal Findings

The main findings related to this study are highlighted below:

- The conceptual model developed by Shuck et al. (2011) was empirically tested and validated within the context of post organisational change. The social exchange theory highlighted the element of reciprocity in the employer-employee relationship (Saks, 2006). The findings of the study supported this theory by demonstrating the link between employee engagement and the discretionary outcome behaviours of employees.
- The findings identified that the resource POS was a positive predictor of employee engagement and that POS was also a possible resource that employees were motivated to protect or acquire after a change initiative. These findings were in support of the COR theory (Hobfoll, 2001; Halbesleben et al., 2014).
- Parker and Griffin (2011) identified that context had an effect on relationships with engagement and that more focus was required in identifying factors that influenced engagement outcome behaviours. The results of this research highlighted that the moderating influence of POS on employee engagement relationships was sensitive to context. POS does not behave as a moderator

between the concept of employee engagement and certain outcome behaviours in the context of post organisational change. An engaged workforce post organisational change may not view higher levels of POS as an additional motivation to further improve their discretionary effort or reduce their intention to leave the organisation. The findings reinforced the suggestion that the moderating potential of POS at high levels of engagement is significantly reduced (Shantz et al., 2016).

- The study was conducted in a division that offers professional services and the majority of the employees were skilled based on their academic qualifications. The results of the study supported the premise by Parker and Griffin (2011) which indicated that employees which have the necessary skills and knowledge tend to be adaptable to change and uncertainty in their work environment. Thus, it is implied that certain employees may be able to handle demands and challenges experienced post organisational change. This was evident in the study findings which indicated that the employees were engaged post organisational change.

7.3. Management Implications

Organisational change often results in increased uncertainty in the workplace. However, it is possible for an organisation to have an engaged workforce after significant change. Organisations have to identify interventions and practices that could be leveraged to mitigate adverse discretionary behaviours of employees. This will assist in ensuring the success of organisational change initiatives designed to deliver positive outcomes for the organisation. This research has the following potential implications for management and human resource practitioners:

- It has been empirically proven that there are significant relationships between engagement and the employee outcome behaviours of intention to turnover and discretionary effort post organisation change. The focus of line management and human resource management practices should be aligned to ensure that workforce engagement levels are regularly monitored to ensure that the efforts

are focused on practices related to maintaining or increasing engagement levels proactively. Some of the interventions that can be employed by organisations to increase engagement levels include proper role clarity, job autonomy and employee involvement in decision making (Rothmann & Rothmann Jr, 2010).

- It has also been highlighted that different employees perceive change differently (Rafferty & Griffin, 2006). It would be prudent for employers to constantly engage with their workforce through surveys and open forums before and after a significant change to gauge which job resources, personal resources, tangible rewards or intangible rewards are deemed important and which could be made available based on the capabilities of the organisation. This would help an employee to psychologically prepare for a change. The provision of resources has been proven to serve as motivation for employees to adjust to organisational changes (Van den Heuvel et al., 2014). Accordingly, this information would aid organisations by informing the development of future human resource management practices and policies.
- POS has been identified as a positive predictor of employee engagement but It has been suggested that subsequent to the establishment of an engaged workforce the efforts should then shift to providing a supportive environment for employees (Alfes et al., 2013). Even though the moderating potential of POS on employee engagement relationships was established previously it is evident that this type of job resource is very dependent on context and may not moderate or further enhance the favourable outcome behaviours of employees in an organisation post change. Human resource practitioners and management should therefore focus their efforts on identifying other job resources that can potentially perform the moderation role.

7.4. Research Limitations

- The research conducted was cross sectional in nature which could imply that the study would fail to consider how the variables that were investigated in the study may have changed over time (Bryman & Bell, 2011) The results of the

research may only be applicable to the selected organisation in a post organisational change context.

- The intention to turnover scale was interpreted as being fairly reliable in this study but the calculated Cronbach α coefficient was much lower than previous studies utilising the same scale conducted by Colarelli (1984) and Shuck et al. (2011). This implied that the context or research design may have influenced the reliability of the intention to turnover measurement scale.
- Limitations related to internet based questionnaires include self-selection bias and non-response errors and these were highlighted previously in Section 4.9.

7.5. Future Research Suggestions

Employee engagement has been extensively researched but there are many aspects of this construct that require further clarity. The findings of this study highlighted the following potential opportunities for further research:

- Employee engagement levels may change over time. Further research is required in different industries and organisations both in the private and public sector that are undergoing change to empirically test conceptual models of engagement in different contexts. Longitudinal research studies that measure employee engagement levels and outcome behaviours in an organisation before and after a significant organisational change initiative would further enrich employee engagement theory. This would provide knowledge on how the related variables change over time under different conditions and in different contexts.
- Banihani et al. (2013) highlighted that the concept of employee engagement is not neutral in terms of gender and more research is required in the field to understand how engagement in an organisation would vary based on gender. The results of this study may not be generalisable due to the limitations associated with this study that have been highlighted. Future studies of a similar

nature should investigate further the relationship between gender and engagement.

- Future researchers should consider using a different measurement scale for the construct intention to turnover within the context of post organisational change. This would aid in determining if improved reliability could be attained. The intention to turnover scales utilised by Alfes et al. (2013) and Shantz et al. (2016) indicated very good reliability and could be utilised in future studies.
- The focus should be to identify as many positive predictors of favourable outcome behaviours in the workplace as possible (Bakker et al., 2008). Further research is required in terms of identifying whether other constructs that have been significantly correlated with employee engagement may also function as moderators in the relationship between employee engagement and associated outcome behaviours. Studies could focus on the moderating effect of other job resources, personal resources, tangible rewards or intangible rewards on employee engagement relationships post organisational change.
- Kurtessis et al. (2015) highlights that additional research of a longitudinal nature is required to understand the relationship between employee performance and POS.
- The effectiveness of interventions may differ per organisation depending on the context. Future research pertaining to the development of organisational specific interventions, such as skills development courses, would be beneficial to organisations in terms of being able to leverage the benefits of a workforce that is engaged (Bailey et al., 2017). This is also pertinent as the effectiveness of interventions on employees that have endured organisational change is an area that is not well understood (Cotter & Fouad, 2013).

7.6 Conclusion

The current reality is that organisations are constantly undertaking significant organisational change initiatives to remain relevant and sustainable due to a globally volatile business, political and social climate. The topic of employee engagement has stimulated much thought and has a significant role to play due to its association with favourable organisational outcomes.

This study has contributed to understanding how conceptually documented discretionary employee behaviours could be impacted by employers after change based on the levels of engagement in the organisation. The moderation model tested in this study included the job resource POS. The results highlighted that despite a job resource being a predictor of employee engagement, the same resource may not necessarily further moderate expected outcome behaviours. The context of post organisation change is challenging and employers are faced with the unenviable task of adequately equipping their workforce with the limited resources that are available. This aspect of organisation change is important as success would be reflected in the willingness of employees to exert more effort than has been contractually agreed and a willingness to remain employed with the organisation despite the uncertainties created.

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APPENDIX A: DRAFT QUESTIONNAIRE

Good Day Colleague,

I am conducting research on employee engagement and related constructs. It would be greatly appreciated if you can please assist me by completing the following survey. The survey should take no more than 15 minutes of your time. Your participation is voluntary, and you can withdraw at any time without penalty. Your participation is anonymous and only aggregated data will be reported. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher name: Mr. N Reddy
 Email: 17367400@mygibs.co.za
 Phone: 073 3193739

Research Supervisor: Dr. F Schutte
 Email: schuttef@gibs.co.za
 Phone: 082 925 0959

Section A: Biographical Details		[Please tick appropriate box]
Age [years]:		
<input type="checkbox"/>	20 – 30	
<input type="checkbox"/>	31 – 40	
<input type="checkbox"/>	41 – 50	
<input type="checkbox"/>	51 – 60	
<input type="checkbox"/>	61 – 70	
<input type="checkbox"/>	71 or older	
Gender		
<input type="checkbox"/>	Male	
<input type="checkbox"/>	Female	
Ethnic Background		
<input type="checkbox"/>	Asian	
<input type="checkbox"/>	Black	
<input type="checkbox"/>	Coloured	
<input type="checkbox"/>	White	
<input type="checkbox"/>	Other	
How long have you been with the organisation?		
<input type="checkbox"/>	0 – 4 years	
<input type="checkbox"/>	5 – 10 years	

<input type="checkbox"/>	11 – 20 years
<input type="checkbox"/>	21 – 30 years
<input type="checkbox"/>	31 years or more
How many subordinates do you have reporting to you?	
<input type="checkbox"/>	0 people
<input type="checkbox"/>	1 – 5 people
<input type="checkbox"/>	6 – 10 people
<input type="checkbox"/>	11 – 15 people
<input type="checkbox"/>	16 – 20 people
<input type="checkbox"/>	More than 20 people
What is your highest qualification?	
<input type="checkbox"/>	Matric
<input type="checkbox"/>	National Certificate
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Undergraduate Degree
<input type="checkbox"/>	Postgraduate Degree
<input type="checkbox"/>	Other
What is your job role?	
<input type="checkbox"/>	Clerical / Administration
<input type="checkbox"/>	Specialist
<input type="checkbox"/>	Executive / Senior Management
<input type="checkbox"/>	Middle Management (e.g. Team Lead / Area Manager)
<input type="checkbox"/>	Junior Management (e.g. Foreman / First line supervision)
<input type="checkbox"/>	Other

Section B: Employee Engagement								
Please tick appropriate box		Never	Almost never (a few times a year or less)	Rarely (Once a month or less)	Sometimes (A few times a month)	Often (Once a week)	Very Often (A few times a week)	Always (Every day)
B.1	At my work, I feel bursting with energy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.2	At my job, I feel strong and vigorous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.3	I am enthusiastic about my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.4	My job inspires me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.5	When I get up in the morning, I feel like going to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.6	I feel happy when I am working intensely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.7	I am proud of the work that I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.8	I am immersed in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.9	I get carried away when I am working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Schaufeli, W. B., Bakker, A. B. & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701-716.

Section D: Intention to Turnover						
Please tick appropriate box		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
D.1	If I have my own way, I will be working for another company one year from now.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.2	I frequently think of quitting my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.3	I am planning to search for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	a new job during the next 12 months.					
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Colarelli, S. M. (1984). Methods of communication and mediating processes in realistic job previews. *Journal of applied psychology*, 69(4), 633.

Section C: Discretionary Effort						
Please tick appropriate box		Never	Rarely	Sometimes	Often	Always
C.1	When I work, I really exert myself to the fullest, beyond that what is expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.2	I finish a job even if it means sacrificing breaks or lunches.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.3	I do more than is expected of me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.4	I voluntarily put in extra hours to achieve a result faster.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.5	I persist in overcoming obstacles to complete an important task.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.6	I put in extra effort whenever I find it necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.7	I work harder than expected to help my organisation to be successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lloyd, R. (2008). Discretionary effort and the performance domain. *The Australasian Journal of Organisational Psychology*, 1, 22-34.

Section E: Perceived Organisational Support								
Please tick appropriate box		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neutral	Slightly Agree	Moderately Agree	Strongly Agree
E.1	My organisation cares about my opinions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.2	My organisation really cares about my well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.3	My organisation strongly considers my goals and values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.4	Help is available from my organisation when I have a problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.5	My organisation would forgive an honest mistake on my part.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.6	If given the opportunity, my organization would take advantage of me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.7	My organisation shows very little concern for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.8	My organization is willing to help me if I need a special favour.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Eisenberger, R., Cummings, J., Armeli, S. & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of applied psychology*, 82(5), 812.

APPENDIX B: ETHICAL CLEARANCE



28 June 2018

Reddy Naven

Dear Naven

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

APPENDIX C: CODE BOOK

Table 20: Questionnaire Code Book – Demographics

		Coding		Coding	
Age	20 – 30	1	Direct Reports	0 people	1
	31 – 40	2		1 – 5 people	2
	41 – 50	3		6 – 10 people	3
	51 – 60	4		11 – 15 people	4
	61 – 70	5		16 – 20 people	5
	71 or older	6		More than 20 people	6
Gender	Male	2	Qualification	Matric	1
	Female	1		Technical / Vocational Education and Training	2
Ethnic Background	Asian	1	Job Role	Diploma	3
	Black	2		Undergraduate Degree	4
	Coloured	3		Postgraduate Degree	5
	White	4		Other Clerical / Administration	6
	Other	5		Specialist	1
Tenure	0 – 4 years	1	Executive / Senior Management	2	
	5 – 10 years	2	Middle Management	3	
	11 – 20 years	3	Junior Management	4	
	21 – 30 years	4	Other	5	
	31 years or more	5		6	

Table 21: Questionnaire Code Book – Scales

	Description	Coding
Employee Engagement	Never	1
	Almost Never (a few times a year or less)	2
	Rarely (Once a month or less)	3
	Sometimes (A few times a month)	4
	Often (Once a week)	5
	Very Often (A few times a week)	6
	Always (Every day)	7
Intention to Turnover	Strongly Disagree	1
	Disagree	2
	Undecided	3
	Agree	4
	Strongly Agree	5
Discretionary effort	Never	1
	Rarely	2
	Sometimes	3
	Often	4
	Always	5
POS	Strongly Disagree	1
	Moderately Disagree	2
	Slightly Disagree	3
	Neutral	4
	Slightly Agree	5
	Moderately Agree	6
	Strongly Agree	7

APPENDIX D: VALIDITY AND RELIABILITY

Table 22: POS Correlation Matrix

		POS1	POS2	POS3	POS4	POS5	POS8	POS6r	POS7r
POS1	Pearson Correlation	1	.680**	.706**	.629**	.477**	.333**	.334**	.582**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	118	118	118	118	118	118	118	118
POS2	Pearson Correlation	.680**	1	.697**	.624**	.478**	.430**	.373**	.712**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	118	118	118	118	118	118	118	118
POS3	Pearson Correlation	.706**	.697**	1	.573**	.425**	.446**	.476**	.617**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	118	118	118	118	118	118	118	118
POS4	Pearson Correlation	.629**	.624**	.573**	1	.462**	.262**	.360**	.538**
	Sig. (2-tailed)	.000	.000	.000		.000	.004	.000	.000
	N	118	118	118	118	118	118	118	118
POS5	Pearson Correlation	.477**	.478**	.425**	.462**	1	.284**	.413**	.525**
	Sig. (2-tailed)	.000	.000	.000	.000		.002	.000	.000
	N	118	118	118	118	118	118	118	118
POS8	Pearson Correlation	.333**	.430**	.446**	.262**	.284**	1	.266**	.507**
	Sig. (2-tailed)	.000	.000	.000	.004	.002		.004	.000
	N	118	118	118	118	118	118	118	118
POS6r	Pearson Correlation	.334**	.373**	.476**	.360**	.413**	.266**	1	.531**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.004		.000
	N	118	118	118	118	118	118	118	118
POS7r	Pearson Correlation	.582**	.712**	.617**	.538**	.525**	.507**	.531**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	118	118	118	118	118	118	118	118

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

Table 23: Employee Engagement Correlation Matrix

		EE1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9
EE1	Pearson Correlation	1	.636**	.506**	.552**	.438**	.358**	.318**	.362**	.105
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.259
	N	118	118	118	118	118	118	118	118	118
EE2	Pearson Correlation	.636**	1	.471**	.522**	.506**	.255**	.358**	.353**	.161
	Sig. (2-tailed)	.000		.000	.000	.000	.005	.000	.000	.081
	N	118	118	118	118	118	118	118	118	118
EE3	Pearson Correlation	.506**	.471**	1	.746**	.562**	.396**	.558**	.473**	.223*
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.015
	N	118	118	118	118	118	118	118	118	118
EE4	Pearson Correlation	.552**	.522**	.746**	1	.607**	.379**	.547**	.463**	.180
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.051
	N	118	118	118	118	118	118	118	118	118
EE5	Pearson Correlation	.438**	.506**	.562**	.607**	1	.346**	.359**	.409**	.215*
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.019
	N	118	118	118	118	118	118	118	118	118
EE6	Pearson Correlation	.358**	.255**	.396**	.379**	.346**	1	.346**	.232*	.249**
	Sig. (2-tailed)	.000	.005	.000	.000	.000		.000	.011	.007
	N	118	118	118	118	118	118	118	118	118
EE7	Pearson Correlation	.318**	.358**	.558**	.547**	.359**	.346**	1	.578**	.329**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	118	118	118	118	118	118	118	118	118
EE8	Pearson Correlation	.362**	.353**	.473**	.463**	.409**	.232*	.578**	1	.459**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.011	.000		.000
	N	118	118	118	118	118	118	118	118	118
EE9	Pearson Correlation	.105	.161	.223*	.180	.215*	.249**	.329**	.459**	1
	Sig. (2-tailed)	.259	.081	.015	.051	.019	.007	.000	.000	
	N	118	118	118	118	118	118	118	118	118

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

Table 24: Discretionary Effort Correlation Matrix

		DE1	DE2	DE3	DE4	DE5	DE6	DE7
DE1	Pearson Correlation	1	.404**	.384**	.439**	.312**	.297**	.354**
	Sig. (2-tailed)		.000	.000	.000	.001	.001	.000
	N	118	118	118	118	118	118	118
DE2	Pearson Correlation	.404**	1	.445**	.498**	.282**	.433**	.341**
	Sig. (2-tailed)	.000		.000	.000	.002	.000	.000
	N	118	118	118	118	118	118	118
DE3	Pearson Correlation	.384**	.445**	1	.333**	.562**	.374**	.329**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	118	118	118	118	118	118	118
DE4	Pearson Correlation	.439**	.498**	.333**	1	.276**	.406**	.406**
	Sig. (2-tailed)	.000	.000	.000		.003	.000	.000
	N	118	118	118	118	118	118	118
DE5	Pearson Correlation	.312**	.282**	.562**	.276**	1	.458**	.336**
	Sig. (2-tailed)	.001	.002	.000	.003		.000	.000
	N	118	118	118	118	118	118	118
DE6	Pearson Correlation	.297**	.433**	.374**	.406**	.458**	1	.595**
	Sig. (2-tailed)	.001	.000	.000	.000	.000		.000
	N	118	118	118	118	118	118	118
DE7	Pearson Correlation	.354**	.341**	.329**	.406**	.336**	.595**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	118	118	118	118	118	118	118

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

Table 25: Intention to Turnover Correlation Matrix

		ITT1	ITT2	ITT3
ITT1	Pearson Correlation	1	.293**	.385**
	Sig. (2-tailed)		.001	.000
	N	118	118	118
ITT2	Pearson Correlation	.293**	1	.358**
	Sig. (2-tailed)	.001		.000
	N	118	118	118
ITT3	Pearson Correlation	.385**	.358**	1
	Sig. (2-tailed)	.000	.000	
	N	118	118	118

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

Table 26: POS Reliability

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
POS1	30.63	76.885	0.724	0.617	0.866
POS2	30.36	75.633	0.778	0.669	0.860
POS3	30.54	76.319	0.765	0.642	0.862
POS4	29.70	81.766	0.662	0.495	0.873
POS5	30.31	81.790	0.576	0.360	0.881
POS6r	31.61	84.804	0.512	0.361	0.887
POS7r	30.48	76.987	0.779	0.645	0.861
POS8	30.71	87.780	0.468	0.298	0.890

Table 27: Employee Engagement Reliability

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EE1	37.77	33.494	0.626	0.502	0.851
EE2	37.78	33.336	0.610	0.485	0.853
EE3	37.34	32.482	0.746	0.619	0.838
EE4	37.67	31.334	0.769	0.653	0.834
EE5	37.63	32.492	0.637	0.457	0.850
EE6	37.19	35.538	0.441	0.229	0.871
EE7	37.12	34.123	0.593	0.480	0.855
EE8	37.38	35.281	0.555	0.400	0.858

Table 28: Intention to Turnover Reliability

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ITT1	5.18	2.165	0.415	0.176	0.524
ITT2	5.51	2.508	0.391	0.157	0.556
ITT3	4.92	2.054	0.462	0.214	0.450

Table 29: Discretionary Effort Reliability

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DE1	24.12	10.037	0.519	0.296	0.800
DE2	23.83	9.834	0.579	0.385	0.790
DE3	24.03	9.751	0.568	0.423	0.792
DE4	24.30	9.356	0.562	0.361	0.795
DE5	23.77	10.537	0.521	0.395	0.800
DE6	23.75	9.815	0.609	0.473	0.785
DE7	24.06	10.005	0.559	0.406	0.794

APPENDIX E: REGRESSION RESULTS

Table 30: Discretionary Effort – Model Coefficients

Model	Standardized Coefficients β	t	Sig.	Collinearity Statistics	
				Tolerance	VIF
1 (Constant)		13.250	0.000		
Age	0.034	0.262	0.794	0.518	1.932
Gender	-0.157	-1.595	0.114	0.904	1.106
Race	-0.021	-0.201	0.841	0.803	1.245
Tenure	0.107	0.835	0.406	0.530	1.887
Reports	-0.032	-0.298	0.766	0.764	1.309
Qualification	0.005	0.052	0.959	0.850	1.177
Job_role	-0.006	-0.054	0.957	0.832	1.202
2 (Constant)		13.908	0.000		
Age	-0.077	-0.609	0.544	0.490	2.039
Gender	-0.158	-1.692	0.094	0.903	1.107
Race	0.071	0.701	0.485	0.757	1.321
Tenure	0.160	1.300	0.196	0.522	1.914
Reports	-0.061	-0.593	0.554	0.756	1.323
Qualification	0.035	0.360	0.719	0.835	1.197
Job_role	-0.069	-0.691	0.491	0.797	1.255
EE_centered	0.382	3.839	0.000	0.795	1.259
POS_centered	-0.111	-1.192	0.236	0.902	1.109
3 (Constant)		13.944	0.000		
Age	-0.073	-0.578	0.564	0.490	2.040
Gender	-0.166	-1.779	0.078	0.898	1.113
Race	0.074	0.731	0.466	0.757	1.321
Tenure	0.154	1.255	0.212	0.522	1.917
Reports	-0.044	-0.423	0.673	0.741	1.349
Qualification	0.026	0.263	0.793	0.830	1.205
Job_role	-0.070	-0.710	0.479	0.797	1.255
EE_centered	0.397	3.964	0.000	0.782	1.279
POS_centered	-0.145	-1.489	0.139	0.822	1.216
EE_POS_centered	0.111	1.176	0.242	0.887	1.127

a. Dependent Variable: DE

Table 31: Intention to Turnover – Model Coefficients

Model	Standardized Coefficients			Collinearity Statistics	
	β	t	Sig.	Tolerance	VIF
1 (Constant)		7.964	0.000		
Age	-0.259	-2.041	0.044	0.518	1.932
Gender	0.055	0.571	0.569	0.904	1.106
Race	-0.065	-0.633	0.528	0.803	1.245
Tenure	0.078	0.624	0.534	0.530	1.887
Reports	-0.071	-0.679	0.498	0.764	1.309
Qualification	-0.063	-0.636	0.526	0.850	1.177
Job_role	-0.093	-0.932	0.353	0.832	1.202
2 (Constant)		8.871	0.000		
Age	-0.219	-1.831	0.070	0.490	2.039
Gender	0.044	0.496	0.621	0.903	1.107
Race	-0.085	-0.889	0.376	0.757	1.321
Tenure	0.032	0.279	0.781	0.522	1.914
Reports	-0.029	-0.300	0.765	0.756	1.323
Qualification	-0.118	-1.288	0.200	0.835	1.197
Job_role	-0.016	-0.174	0.862	0.797	1.255
EE_centered	-0.178	-1.901	0.060	0.795	1.259
POS_centered	-0.335	-3.806	0.000	0.902	1.109
3 (Constant)		8.893	0.000		
Age	-0.223	-1.875	0.064	0.490	2.040
Gender	0.053	0.601	0.549	0.898	1.113
Race	-0.089	-0.926	0.357	0.757	1.321
Tenure	0.039	0.335	0.739	0.522	1.917
Reports	-0.048	-0.491	0.624	0.741	1.349
Qualification	-0.107	-1.176	0.242	0.830	1.205
Job_role	-0.014	-0.153	0.879	0.797	1.255
EE_centered	-0.195	-2.069	0.041	0.782	1.279
POS_centered	-0.298	-3.240	0.002	0.822	1.216
EE_POS_centered	-0.122	-1.378	0.171	0.887	1.127

a. Dependent Variable: ITT

