



Mission Attachment as a Component of Organisational Job Embeddedness in the Trade Union Sector of South Africa

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ABSTRACT

The retention of human resources is a challenge faced by modern organizations. The organization and personal cost for an organization is high. Employee retention is therefore important and failure to address retention issues is likely to have a negative long term impact of organizational performance. This study focused on the addition of mission attachment as a component construct of the job embeddedness construct. The main sample included the trade union sector of South Africa together with a control group from the for profit sector.

The results showed that mission attachment was positively linked to organizational job embeddedness in terms of organizational fit and sacrifice. The statistical results for this relationship between the variables were consistent for each level of mission attachment. The results for the control group showed an inconsistent relationship between the different construct with the conception of the 'mission' as the financial mission of the organization. The results were supported by the theoretical literature on the subjects of mission attachment and organizational job embeddedness. The study concludes that mission attachment can be included as a component of organizational job embeddedness for social and nonprofit organizations. Recommendations for future research include the testing of mission attachment across other different sectors of organizations in the social and nonprofit sphere. Other recommendation for organizational embeddedness is the inclusion of other variables like socio-political factors that have an influence on an employee's attachment levels.



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

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Dechlan Liech Pillay

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LIST OF ABBREVIATIONS

DENOSA	-	Democratic Nursing Organisation of South Africa
HOSPERSA	-	Health and Other Service Personnel Trade Union of South Africa.
ICT	-	Information and Communications Technology
IMATU	-	Independent Municipal and Allied Trade Union
NUM	-	National Union of Metal Workers
NUMSA	-	National Union of Mine Workers South Africa
PSA	-	Public Servants Association
SADTU	-	South African Democratic Teachers Union
SATAWU	-	South African Transport and Allied Workers Union

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

The retention and development of human resources is one of the most severe challenges faced by modern managers (Mitchell, Holtom, Lee, Sablynski and Erez, 2001). In the current globalized economy, organisations intent on developing their competitive advantage will rely on competent, talented and dedicated employees (Campbell and Yeung, 1991; Pfeffer, 1994). Moreover the organisational and personal cost of voluntary employee separation is high. In addition, the social relationship created by the person both inside and outside the organisation contributes to what authors refer to as social capital (Holtom, Mitchell and Lee, 2006). Social capital is a resource being increasingly recognised as a crucial aspect of the modern organisation. Thus, despite the current global economic downturn, employee retention warrants the attention of top level managers in today's institutions. Failure to systematically address retention issues is likely to have a negative long term impact of organisational performance.

1.1 Background to the research problem

During the past half a century, extensive research has been completed on the reasons behind why people leave organisations (March and Simons, 1958; Mobley, 1977; Hom, Griffeth and Sellaro, 1984; Hom and Griffeth, 1991).

The majority of research has focussed on two major causes of employee retention, namely: job satisfaction and job alternatives. Components of job satisfaction include: positive pay incentives, supervision, promotion chances, positive work environment and work related tasks. People that are satisfied with their jobs will stay and those who are unsatisfied will leave. Alternatively, given the similar levels of dissatisfaction, people with a wider array of job alternatives are more likely to leave than those that have fewer alternatives. Job dissatisfaction is the condition that initiates the turnover process and at the onset of employee dissatisfaction, there is a tendency to explore other work alternatives. Thus the major theories of turnover combine both attitudinal measures (job satisfaction and commitment) and measurements that relate to 'ease of movement' such as job alternatives and job search behaviour.

Although the traditional attitudinal and commitment body of research has shown predictor variables to be significant, Griffeth, Hom and Gaertner (2000) found the variance explained by the attitudinal variables to be only around 5%. Perceptions of job availability and intent to search accounted for less variance in actual turnover (Griffeth, Hom and Gaertner, 2000; Steel and Griffeth, 1989 Hom and Griffeth, 1995). In recent studies, researchers have considered instances in which turnover may occur in spite of high job satisfaction or labour market conditions (Lee, Mitchell, Holtom, McDaniel and Hill, 1999)

There also may be instances where turnover could be moderated by variables other than the ones strictly related to the employee and his/her job or the employee and the employer relationship (Mitchell *et al.* 2001).

1.2 Motivation for the research

A number of researchers have attempted to break away from the attitudinal and alternative models and have focused their research on broadening the understanding of the predictors and criteria for organisational attachment, such as lateness and absences. More importantly some researchers have focused on the effect of individual differences on the turnover process (Barrack and Mount, 1996). New empirical research on the unfolding models of turnover shows that there are different ways people decide to leave an organisation Holtom and O' Neill, (2004). These authors identify four distinct paths that contradict the traditional turnover research, which include:

- 1) Are relatively satisfied with their jobs
- 2) Do not conduct a job search before leaving
- 3) Leave because of some precipitating factor (negative event other than a negative attitude). These 'shock' events usually happen off the job.

The results from the above studies indicate a modest base of motivations for predicting who will leave their job. Limited turnover research has focused specifically on how an employee decides to remain with an organisation and what determines this attachment (Campion, 1991).

The foundations of job embeddedness emerge out of a new understanding of what underlies the turnover process and expands this in three sets of ideas that give rise to the construct of job embeddedness. This body of empirical research suggest that there are many off the job factors that are important for attachment. In the traditional attitudinal models these included family attachments and the conflict experienced between family and work roles. In addition some research has shown that these non work factors such as family, church life and hobbies have a significant influence on job attitudes and attachment. In addition to non work factors, a variety of other organisational specific factors have been empirically associated with retention that is not attitudinal. These include: working with certain groups and working on specific projects that create types of commitment that is different to that of a person identified with their organisation. Reichers (1985) called these attachments “constituent commitments” and includes attachments to union groups, teams and other work related groups.

Lee *et al.* (2001) believes that staying and leaving involve different psychological and emotional processes and have developed a construct of employee retention that is called job embeddedness. Job embeddedness emphasises the totality of forces that constraint people from leaving their current employment. Empirical research provides some initial support for job embeddedness and extends the researchers understanding of the antecedents to leaving or staying in ones’ job. As with any new construct there is a need for the construct to evolve over time and job embeddedness is no exception.

The authors point to 'under development' stage and concede that more items will need to be tested as additions to this construct. The validity and reliability of the job embeddedness construct is increased through subsequent research and development. As part of extending the research and development of the construct, there is a need to test it within different sectors and evaluate different additions to this construct. The turnover research has largely concentrated on profit making organisations with little attention given to nonprofit organisations.

The nonprofit sector has to rely on other instruments to attract resources and guide decision making. Increasingly, mission statements in the non profit sector are being realised as a strong and influential management tool that can motivate employees and keep them focused on the organisation's purpose. The mission is more than just a physical involvement in activities and practices. It is a compelling and clear intent that is linked to a deep emotional bond that exists between the person and the organisation. Mission statements have become important aspects of modern day industry for two particular reasons, namely:

1. The increasing nature of complexity and dynamism in certain organisations such as health care, non profit and social welfare institutions has forced new demands of accountability.
2. Shifts in funding sources, changing mandate and strategic imperatives have forced organisations to look at new ways to ensure employee motivation (Bart, 2000; Baetz, 1996; Hood, 1991)

These constraints allow managers in these organisations to use strategies that draw on employee's intrinsic motivations rather than the extrinsic motivations of money. Turnover has also been a subject of keen interest among nonprofits, partly because it is perceived to be a major problem in that sector (Mor Barak, Nissly, and Levin, 2001). Mason (1996) states that it is the expressive benefit (participating in something that one believes in) that attracts and may retain paid and unpaid employees in non profit organisations. Exploring employee attitudes toward the mission can inform its relevance in retaining employees. In one of the few studies that focussed on mission attachment and retention, Rycraft (1994) found that child care workers identified mission as the most important explanation of why they remained in the organisation.

This study seeks to understand the role of mission statements as a fourth dimension in the job embeddedness construct. It is concerned with the relationship between the different elements of the mission construct and how this relates to organisational job embeddedness. In evaluating the mission attachment of individuals in relation to the elements of the job embeddedness the study tests the applicability of mission attachment being component of the job embeddedness factors that motivate employees to remain in their organisations.

1.3 Aim and objectives of the study

The aim of the study is to assess the applicability of including the construct of mission attachment as a fourth dimension of the construct of job embeddedness for employees in the trade union sector in South Africa.

The specific objectives include:

- 1) Review recent attachment literature with reference to mission attachment
- 2) Review recent employee retention literature with reference to job embeddedness.
- 3) Review literature on social organisation such as trade unions in South Africa
- 4) Developing a measurement for testing mission attachment and job embeddedness in a specific trade union organisation
- 5) Apply the relevant statistical tests to quantitatively understand the dependency and relationships between the variables of mission attachment and job embeddedness.
- 6) Evaluate the findings and make recommendations for future studies

1.4 Outline of chapters

Chapter one provides an introductory overview of the different aspects relating to organisational attachment research, the construct of job embeddedness and the importance and role of missions in non profit organisations. It includes a brief description of the progression of empirical research in employee turnover and discusses the different elements that constitute the job embeddedness theory. The chapter concludes by providing the aim and objectives of the current study and an outline of chapters. Chapter Two provides an extensive overview of organisation attachment literature and provides a historical perspective in terms of traditional approaches to current developments in employee turnover literature. The evolution of the job embeddedness construct is traced and the specific studies are discussed.

The concept of mission attachment in nonprofit organisations is elaborated on with specific reference to its similarities and difference with the elements of job embeddedness. Chapter three follows with the establishment of the relevant hypothesis and research questions to be answered by the current research. Chapter four provides the methodological framework for the proposed study. Chapter five presents the statistical results of research, while chapter six discusses the results in relation to the theoretical literature. Chapter 7 concludes the study and provides certain recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The literature on voluntary turnover is extensive with Hom and Griffeth (1995) estimating that there exist over a 1000 studies on turnover. This literature review briefly examines the progression of research on voluntary employee turnover with the emphasis on understanding the main trends and models. In the second part, a brief overview is given of the construct of job embeddedness by Mitchell and Holtom (2001). In the third part, the construct of job embeddedness is defined and its limitations discussed. In addressing the limitations, the concept of mission attachment is proposed as a retention mechanism in organisations which have a strong mission emphasis. The trade union sector is the context in which this study occurs and this sector (trade union) is briefly discussed.

2.1 Defining voluntary turnover.

Turnover, as a concept, includes several different dimensions, the most obvious of which is voluntariness. The voluntariness dimension has largely been considered in a dichotomous manner (i.e. voluntary or involuntary). This dichotomous manner of approach may not fully conceptualise the complexity of turnover as there could be other instances that motivate involuntary turnover decisions. Examples of this include a spouse relocating, which forces the partner to also to exit their employment and also relocate.

Campion (1991) indicate several problems with the above type of turnover measurement, namely:

- 1) Employees supply many reasons for their decision to leave the organisation and most of these reasons are related to each other. There is no specific reason that can suffice as the primary motivating factor.
- 2) Turnover reasons seem to be deficient in scope and number.
- 3) There is lack of agreement as to the actual reasons for exiting and this relates to the whether the reasons can be reliably measured at all.
- 4) Employee and employer perspectives on the actual reasons for turnover differ and surveying the leavers is impractical in some instances.

2.2 The cost of labour turnover

Labour turnover is defined as the total number of separations that can occur during a specified time period (Zimmerman, 1971). These separations can be either controlled by management or mitigated by management. The largest incidences of separations however occur in between these two extremes and occur when the employee exits his job.

The cost of labour turnover is related to restoring the productivity of that individual and the direct and indirect cost of that replacement. Past studies have indicated that the lag time is approximately 7 months from the time the employee leaves until that level of productivity is restored (Zimmerman, 1971). More recent estimates by Michuad (2000) and Sutherland (2004) show that the lag time is dependant on the type of employee that is being replaced. The lag time for executives and knowledge workers can be longer than that which is estimated above. The direct and indirect costs are also be significantly more.

Direct cost are related to the advertising and recruitment cost of replacing that employee, while indirect cost are related to overtime for existing employees to fill the gap in production as well as the loss of organisational memory and knowledge. Other indirect cost could be the decreased morale of existing employees (Holtom, Mitchell and Lee, 2006), decreased customer service and a loss in momentum of the organisation. The above shows that in current times, it is crucially important for organisations to understand the reasons for disengagement and turnover and have a clear and informed strategy on how to reduce and mitigate it.

2.3 Traditional turnover research.

The concept of turnover has been intensely scrutinized by researchers. It can be classified as voluntary or involuntary, functional or dysfunctional. Functional turnover, whether voluntary or involuntary, occurs when the termination does not disrupt the organization. In some instances, the departure of an employee may be perceived as beneficial to the firm. In the event that an organization loses a non-performing employee this allows for change and innovation when new people with new ideas enter the organization (Griffeth & Hom, 2001). Involuntary turnover has long been associated with performance (Williams & Livingstone, 1994). Organizations typically terminate non-performing employees and thus have some control over this process. In some instances there can be a lack of control there can be many documented costs to employers (e.g., recruiting, selecting, training, lost productivity, etc.)

This study is interested in voluntary turnover and its theoretical antecedents—specifically intent to leave. The early research on turnover, from approximately 1900 to 1950, focused heavily on male, blue collared employees located in manufacturing firms. There have been several qualitative reviews of this period of literature, including: March and Simon (1958); Porter and Steers (1973); Price (1977); Mobley, Griffeth, Hand, and Meglino (1979); Mobley (1982); and Baysinger and Mobley (1983) in Maertz and Campion (1998).

March and Simon's (1958) classic motivational analysis called organizational equilibrium followed this period. March and Simon (1958) indicated that people sustain their participation in organizations as long as the inducements to stay (pay) match or exceed their contributions (e.g. efforts). These factors became known as perceived desirability and ease of movement. Over the years the desirability of movement has been equated to the concept of job satisfaction and the perceived ease of movement has come to be represented as the number of perceived job alternatives. The studies that followed March and Simon's motivational analysis followed four major streams of thought, all of which, basically elaborated on how perceived ease of movement and job satisfaction influenced turnover.

First there was a focus on job satisfaction and its causes and included the impact on turnover intentions (Porter and Steers 1973; Steers and Mowday, 1981; Price and Mueller, 1986; Lee and Mitchell, 1994). Models during this time concentrated on what factors motivated dissatisfaction besides pay or opportunity. The 'Met expectation models focused on the extent to which pay and opportunity were congruent with the expectations of the individual (Porter and Steers; 1973). Other authors expanded on this expectation model in an attempt to understand how unmet expectations impacted on the turnover process. Other factors were also used to explain job satisfaction such as communication, fairness of pay distributions and promotional opportunities (Price and Mueller, 1986).

Job satisfaction and organisational commitment were described as direct antecedents to intention to quit and the availability of suitable opportunities were seen as the moderating factors in the satisfaction-turnover relationship.

A second thrust of theorising was attempts to theorise the precise format of how satisfaction leads to turnover. Much of the work concentrated on understanding the intermediate links between job dissatisfaction and the eventual turnover event. Mobley (1977) theorised that job dissatisfaction led to thoughts of quitting and an evaluation of searching for other jobs together with the costs of quitting the current job. From this evaluation, an intention to search is initiated and this leads to an actual search and the acceptability of alternatives. In later expanded studies, the following was evident:

- 1) Added variables (individual values, job perception and labor market perceptions) affect the utility of the job and the job satisfaction, of which the three elements combined to influence the withdrawal process.
- 2) Organizational level factors and economic factors combine to influence quitting directly

Mobley's model was integrated in various ways to test the causal links and determine a specific order of causality. The reduced causal model is the most consistent and empirically tested route of causality (Hom, Caranikas-Walker, Prussia, and Griffeth, 1992).

The third orientation focuses more on job alternatives Muchinsky and Morrow (1980) examined economic conditions as immediate antecedents to leaving. In addition, they indicate that work related and individual constructs interact and both of these have a direct bearing on turnover. Other authors have validated the importance of alternatives (Michaels and Spector, 1982). While some authors have focused on the abundance of jobs during different periods that drove the intention to quit (Carsens and Spector, 1987). Hulin, Roznowski and Hachiya, 1985 suggested that perceived alternatives could also have an influence on job satisfaction as well as having a direct impact on turnover. There has also been an attempt to integrate the different streams of theory and research. The expanded research on work alternatives have concentrated on two areas, namely:

a) Increased dissatisfaction as a result of increased knowledge of work alternatives increases the frame of reference for evaluating the current job outcomes.

b) Alternative job opportunities on turnover are mediated through job satisfaction.

2.4 The contribution of other variables to the understanding of turnover

Besides the integrated approaches discussed above, there also existed other studies that have added new variables to the understanding of turnover.

One such development has been to examine more closely the various attitudinal factors that cause dissatisfaction and turnover. Loher, Noe, Moeller and Fitzgerald, (1985) focused on the concept of job enrichment and the manner in which this increases satisfaction. While repetitive work tasks leads to more people quitting. Other factors such as job stress and employee burnout are factors affecting the satisfaction levels and thereby inducing turnover (Hom and Griffeth, 1995; Lee, Ashford, Walt and Mowday 1996; Wright and Cropanzano, 1998).

Another approach has been to evaluate the effects of social and demographic factors and turnover. Some of these variables includes: heterogeneity of the group or the goodness of peer relations. A higher degree of diversity with a poor relationship between employees, results in higher the turnover within that organization. Hom and Hulin (1981) and Prestholdt, Lane and Mathews (1987) have used Fishbein and Azjen's (1975) theory of reasoned action that includes a factor of social expectation that influences behavioral actions and intentions. Some studies have investigated non traditional ideas including individual differences that influences whether one leaves his/her job.

Barrick and Mount (1996) and Chan (1996) show that conscientiousness is negatively related to turnover. Another body of research indicates that we should evaluate a broader set of criteria instead of defining new attitudes that affect turnover. Much of this work has been done by Hulin and colleagues (Hulin, 1991; Rosse and Hulin, 1985).

2.5 Summary of studies done on voluntary turnover

There are different factors responsible for voluntary turnover and many can be seen as variations of Mobley's (1977) model. The critique of many models has been several different ones, namely:

- 1) The models tend to represent a simplistic step by step, rational process that has never been directly investigated
- 2) The actual sequence of Mobley's (1977) model has only been tested through survey analyses and not directly tested. Many of the other influential models and construct have emerged from this first model developed by Mobley (1977).
- 3) Lee and Mitchell (1994) state that over 17 years of turnover research that many employees may leave their respective employment in ways not fully explainable by the models.

Most of the proposed links between job satisfaction and its antecedents, labor market and the expected utility of leaving have been empirically tested. In spite of this, the prediction of turnover remains disappointing.

Griffeth, Hom and Gaertner, (2000) reports on meta-analytical results that indicate that the proportion of shared variance between levels of satisfaction and turnover is 3.6% and that the proportion of shared variance between intention to leave and actual leaving is 12%. This indicates that a substantial portion of the variance in turnover remains unexplained by just focusing on job satisfaction and perceived alternatives.

Laczo and Hanish in Price (2000) have argued that it is unlikely that turnover can be fully explained by general concepts like job satisfaction and organisational commitment. They argue that employees that are dissatisfied and lowly committed have other alternatives such as absenteeism or exerting less productiveness on their jobs. There can also be two forms of withdrawal: withdrawal from the job and withdrawal from work. Turnover is an illustration of job withdrawal whereas absenteeism is an illustration of work withdrawal. Another proposition is that more qualitative studies should be done to understand the intricacies of the reasons, forces or factors that motivate the exiting of employees.

2.6 Literature on employee retention

The literature on employee retention is largely from the domain of employee attachment. Several key studies can be used to justify the reason people use to stay in their current jobs and these include the relationship between on-the-job and off-the-job activities.

There exists a complex relationship between the two factors with some studies showing that these two factors can be highly correlated and even compensatory (Marshall, Chadwick and Marshall, 1992).

Research into attachments with family, friends and community can influence job attitudes and organizational attachment. (Cohen, 1995). Lee and Maurer (1999) found that the presence of children and marital status were better predictors of turnover rather than commitment. The commitment to one's community and the favorable links that one has with his/her community was important for solidifying attachment in an organization (Reicher, 1985). The relevance of links through work teams and work projects leads to constituent commitments that positively influence one's attachment to their organizations (Graen, Liden and Hoel, 1982).

The importance accrued to being a company representative, or being a source of assistance to other company individuals also is able to increase one's commitment to stay (Chen, Hui and Segó, 1998). Structural aspects of the company (flexible work hours, support services and opportunities for training may increase the propensity to stay (Smith and Meyer, 1996; Westaby, 1999)

In summary, the results generated from the existing literature on attachment indicate that there are a variety of factors that positively influence the ability of employees to stay in their organizations.

Previous research has been fairly supportive of the above theoretical expansions, with most of the variables being empirically supported. Important in this, is the degree to which one fits into their jobs attachment to community and organizational specific entities. One of these organizational specific entities includes the ability of the mission statement to attract and retain employees.

A mission statement is more than a statement or tool, it is a statement that describes both the compelling purpose of an organization and helps to define that organization (Pearce and David, 1987). Mission statements are therefore formal declarations of organizational values and are used as a management tool for both profit and non profit organizations (Glasrud, 2001; Hesselbein and Cohen, 1999). Despite its significance role, little is known about how employees perceive its importance and how this influences organizational attitudes and behavior (turnover).

Studies have consistently shown that a better match between employee and organizational values predicts commitment and satisfaction (Meyer and Herscovitch, 2001; Kristof, 1996; O'Reilly, Chatman and Caldwell 1991). Mission statements have been shown to play a role in both the for-profit and the nonprofit sectors. Nonprofit organizations have been known as mission-driven entities, in which people are attracted by their passion for the mission and remain there to accomplish it (Kim and Lee, 2007).

2.7 Mission attachment and retention

A mission statement can be defined as set statements that provide direction for the organisation, motivation for staff and articulates the organisational mode of survival for the future (Smith, Heady, Carson and Carson, 2001). Mission orientation is an intrinsic motivator in organisations, especially those that are not financially driven (Fiarhurst, Jordon, and Neuwirth, 1997).

Some organisations take the view that mission orientation is primarily a strategic tool and an intellectual discipline, which defines their commercial rationale and target market. It exists to answer two fundamental questions: ‘what is our business, and what should it be?’ Other organisation see mission as the ‘cultural ‘glue’ which enables them to function as a collective unity. This cultural ‘glue’ consists of strong norms and values that heavily influence the way in which people behave, how they work together and how they pursue the goals of the organisation. There is a view that mission is about culture and about strategy (Sawhill and Williamson, 2001).

In fact a mission exists when strategy and culture are mutually supportive. An organisation has a mission when its culture fits with its strategy. Mission is an organisation’s character, identity and reason for existence. It can be divided into 4 inter relating parts:

- 1) Purpose
- 2) Strategy

- 3) Behaviour standards
- 4) Values

The 'purpose' dimension: addresses why an organisation is in existence, whilst the 'strategy' considers the nature of the business, the desired positioning in relation to other competitors and the main sources of competitive advantage. The 'behaviour standards' are the norms and rules of "the way we do things around here", and the 'values' dimension are the beliefs and moral principles that lie behind the organisation. In answering these statements the mission statement becomes the cornerstone of the organisation's formal strategy. It also acts as a tool that underpins employee's attitudes towards the organisation and its role in the society. In sharing the organisational values, employees enact the mission in the products and services they provide (Jegers and Lapsley, 2001).

2.7.1 Definition of the mission concept

A mission statement is a formal definition that articulates an organisation's unique and enduring purpose. An exploration of employee attitudes towards the mission orientation of their organisation can provide relevant information for the retention of employees. According to Bart (2000) it should answer fundamental questions relating to the organisations such as:

- 1) Why do we exist?
- 2) What is our purpose?
- 3) What do we want to achieve?

Mission attachment has been linked to positive attitudes and increased job satisfaction and intentions to remain in an organisation (Brown, Calton and Yoshioka, 2003). There is also evidence that mission serves as a cohesion building and energy stimulating tool in the profit organisation (Hesselbein and Cohen, 1999). Brown *et al.* (2003) found that employees expressed positive attitudes towards the organisation's mission and those attitudes were related to employee satisfaction and intentions to remain with the organisation. Other studies that replicated this study found similar results in terms of the mission, but were dissatisfied pay and working conditions that overrode their satisfaction with mission (Kim and Lee, 2007).

Measuring the relationship between mission and attitudes in the nonprofit results in three basic principles that influence it, these include:

- 1) Awareness of the mission
- 2) Agreement with the mission
- 3) Alignment with the mission and the resulting behavioural changes that occur.

The nonprofit sector uses the mission statement as a central guiding tool to inform its decisions. In comparison to the for profit sector, the nonprofit sector uses mission as its management tool that guides the bottom line, partly because these organisations resemble loosely coupled systems (Orton, 1990).

Attitudes towards the mission of an organisation play an important role in retaining employees. The nature of nonprofit organisation places an expectation on the employee to work for the cause, especially if it is tied to a specific context or period of history.

Trade union organisations in South Africa are one such group of organisations. They played a critical role in the labour rights movement in South Africa and their mission statements reflect this period of labour struggle. Another important aspect was that people tended to focus on what they would sacrifice if they left rather than on just the positive or negative aspects of leaving. Organizational attachment is a relevant area of research for organizational researchers. These were the general parameters that led Mitchell and Lee (2001) to develop their embeddedness construct.

2.8 The construct: Job embeddedness

In furthering the research on retention, Mitchell and Lee (2001) have developed a construct called job embeddedness. Their work in developing the construct of job embeddedness was initially informed by two distinct bodies of knowledge: Kurt Lewin's field theory (Lewin, 1951) and the research on embedded figures test (Witkin, Dyk, Faterson, Goodenough and Karp, 1962).

Basically, these bodies of knowledge can be detailed as follows:

- 1) Embedded figures are immersed figures into a background and attached or linked in various ways. Lewin (1951) suggested that humans view themselves in a similar fashion, in terms of being enmeshed in a network of forces and connections.
- 2) The attachment to various factors can be viewed on a continuum of strength of attachment.

The job embeddedness construct has three defining characteristics namely:

- 1) Links (formal and informal connections between person and institution)
- 2) Fit (employees' perceived compatibility with an organisation)
- 3) Sacrifice (material and psychological benefits that may be forfeited by leaving the job).

In terms of the above, the following is evident: 1) satisfaction and commitment are positively related to each other; 2) different types of employees hold different attitudes to their work and 3) value congruence is related to both the above. Job embeddedness theory explains alternative forces that drive retention and influence turnover in employees. These factors have a different emphasis as compared to the various constructs that inform voluntary turnover. Many of the turnover constructs have been tested and validated in the for profit sector with limited emphasis on other organisations such as non governmental agencies, non profit organisations, civil organisations and trade union offices.

Mitchell and Lee (2001) stipulate that there are three main factors that contribute to job embeddedness. They label these factors as links, fit and sacrifice. These include:

1. The extent to which one has strong attachments to people or groups on the job and within the community.
2. The extent to which they fit or are a good match with their job and community.
3. The degree to which they would sacrifice what they deem important if they left their organisations

2.8.1 Links

Links are defined as formal and informal connections an individual/ employee has with other groups or individuals either on or off the job. These links can be viewed as levels of attachment in a web like manner that could involve friends, family, teams and community groups. The number of these links is a strong determinant of why one would choose to stay on the job. There also could be a hierarchy of links in terms of its importance. Research that supports this idea concentrates on relationships that develop in the work place and includes:

1. Price and Mueller (1981) investigated the degree to which one is happy with his/her fellow workers and how this decreased turnover.
2. Reicher's (1985) research argued that commitment to teams, groups and individuals could contribute to overall commitment and reduce turnover.
3. Becker, Randall and Riegel (1992) extended Reicher's (1985) research to include commitments to supervisors, top management and trade unions.

Thus, leaving an organisation would mean that one is forced to leave people, projects, teams and groups that are important and valuable. An added dimension to this would be certain obligations that are present in the work environment that would prevent people from leaving the organisation. Some of these obligations include mentorship, friendships and avenues of contribution that other co-workers would be dependant on.

In many instances, these obligations are separate from the way the employee feels about his/her job and their commitment to the organisation. Off the job relationships are also included under the links theme. Family relationship is one such off the job relationships. Abelson (1987) showed that the increase in the number of children increased retention. Lee and Maurer (1999) showed that having children at home and a being married made a stronger contribution to the prediction of turnover than organisational commitment. Non family links are also important as employees often may be involved in certain social activities and social clubs.

Cohen (1995) demonstrated that outside activities including hobbies and church activities solidified retention. The impact of these links has a varied impact on retention. The sheer number of links positively influences the individual to stay. The closer the relationship web between individuals and others places the more there is pressure about leaving ones job (Becker, Randall and Riegel, 1992).

Links (both off the job and on the job) has a major impact on retention. While links are mentioned in the literature, the empirical research is limited and the theorising is impoverished (Maertz and Campion, 1998).

2.8.2. Fit

Fit can be defined as an individual's compatibility with their work and non work settings. The general assertion is that the better the fit, the less likely one is to leave. As with the literature on 'links', the supporting literature on fit is more prevalent for on the job studies rather than off the job studies. The topic of person-organisational fit is supported by a large body of knowledge that was initiated by Ben Schneider's (1987) contribution. This basically states that organisations are characterised by homogeneity and that people that do not fit will leave the organisation. Literature that supports this 'fit' dimension is extensive. Early studies focused on value congruence between the individual and the organisation (O' Reilly, Caldwell and Barnett, 1989). Subsequent work by the same author indicated that misfits were more likely to leave the organisation (O'Reilly Chatman and Caldwell, 1991). Van Vianen (1999) found that when new employee's perceptions of organisation culture fit with their supervisors, intentions to stay are higher as compared to when there is no fit. The processes by which the fit can be enhanced have also been studied. Westaby (1999) argue that better training opportunities increases fit.

Cable and Parsons (1999) show that socialisation processes for new employees increases fit and subsequent retention. There has been limited research done on the fit dimensions that relate to off the job factors. Mitchell and Lee (2001) however believe that the external fit dimensions have a strong influence on retention rates. In terms of external fit, a further consideration would be location. This would relate to the type of city, climate, amenities and other activities that are available.

2.8.3 Sacrifice

The dimension of sacrifice defines the things that a person will relinquish when leaving a job. The loss defined under this dimension could mean the perceived material loss, psychological loss, loss of interesting projects, loss of pleasant perks and financial losses such as stock options. Having to relinquish these things has been shown to reduce one tendency to leave. Some of these financial factors have been previously built into existing measures of job satisfaction or organisational commitment (Meyer and Allen, 1997).

Apart from the above, what is infrequently measured are two other organisational factors that includes institutional dimensions (opportunities for advancement and job training) and personal investment dimensions (office location, people become aware of their strengths and weaknesses and sabbatical increases). There are also off the job elements that can be included in this sacrifice dimension.

Some of these include the loss of the obvious attachments such as homes, community and geographical location. There are personal sacrifices that occur off the job. These include commute pattern, support of sport teams and changing work schedules. Some of these off the job factors are untouched by the current turnover literature.

In summary, job embeddedness examines other important variables that have been ignored in the traditional and current turnover literature. This construct also adds to the understanding of why people stay in their jobs and identifies some interesting principles on the attachment process. The authors also recognise that further research needs to be completed in order to refine the construct. In terms of future research on the job embeddedness construct, the authors (Mitchell and Lee, 2001) propose the following:

1. Certain types of links have been omitted, for example links to one's supervisor and trade union needs to be assessed.
2. There is still uncertainty concerning job embeddedness and certain types of leaving, for example people can stay with the organisation but be relocated to another city.
3. The possibility that embeddedness can be related to other criteria, for example people might engage in more organisational citizenship behaviours because they know they will be there for a long time.

4. There needs to be more integrative, longitudinal studies done.

In terms of quantitatively analysing each of these above three principles of mission attachment the researcher divided it in relation to the questions. Mission awareness also included mission support. Whilst mission agreement was called mission belief and mission alignment was called mission contribution. The questions remained unchanged to that of Brown *et al.* (2003), but it allowed an ease of understanding in terms of the quantitative results and its interpretation.

2.9 Implications for future studies relating to job embeddedness

The limitations listed above provide impetus for areas of future research that will refine the job embeddedness construct. There is need for the construct to be tested in other environments other than profit driven organisations. There is also the need for additions to be made to the construct that can be empirically tested to understand the impact it makes on increasing the web of embeddedness for the employee. This research is focussed on evaluating the possibility of adding mission attachment as a fourth dimension of the job embeddedness construct. Brown *et al.* (2003) focused on mission attachment and satisfaction as factors for employee retention in the nonprofit sector.

2.10 Mission attachment in the trade union sector: South Africa

The nature of the trade union organisations in South Africa is closely linked to the political history of the country. During the Apartheid regime in South Africa, statutes and regulations prevented the establishment of an organised black working class. These anti-labour laws were to become a major instrument for the apartheid regime to divide the working class.

During the negotiations for a democratic government in South Africa the unions played a crucial role in the dismantling of the apartheid legislation and practices in the workplace. As democracy in South Africa matured, likewise have the trade union organisations adapted their roles in society. They maintain a strong mission awareness and political affiliation and are actively involved at the community level of South Africa working class. Jegers and Lapsley (2001) state that organisations are linked to a particular history and this guides the behaviour of its employees. A desktop study of trade union organisations in South Africa revealed that many of these institutions were active in particular sector of the labour movement, and had strong mission statements that guided their activities and daily tasks. Employee's congruence with the mission of their organisation provided an intrinsic motivation for staying in that particular organisation to assist in fulfilling the mission of that trade union.

CHAPTER THREE: HYPOTHESIS TEST

3. Research questions and hypothesis

In terms of the literature summary given above, there is an indication that the two constructs of job embeddedness and mission attachment addresses employee retention from two different perspectives. This also indicates that traditional turnover models cannot fully predict certain occurrences of turnover and that employee withdrawal can take several forms. The purpose of this research to understanding whether mission attachment can be added as an additional link to the organisational job embeddedness variables.

In South Africa there is a strong trade union presence in places of employment, mainly due to the political history of the country. In this context, this research attempts to quantify the relationship between attachment and organisational job embeddedness. The embeddedness construct has several dimensions, which indicates, that here is a need for mission attachment variables (awareness, support, belief and contribution) to be assessed against each of the job embeddedness dimensions (links, fit and sacrifice).

3.1 Research Question 1

Is mission awareness positively associated to organisational job embeddedness in terms of links, fit and sacrifice?

To measure this, the following null hypothesis will be tested:

There is no significant relationship between mission awareness and the organisational job embeddedness variables of links, fit and sacrifice.

3.2 Research Question 2

Is mission support positively associated to organisational job embeddedness in terms of links, fit and sacrifice?

To measure this, the following null hypothesis will be tested:

There is no significant relationship between mission support and the organisational job embeddedness variables of links, fit and sacrifice.

3.3 Research Question 3

Is mission belief positively associated to organisational job embeddedness in terms of links, fit and sacrifice?

To measure this, the following null hypothesis will be tested:

There is no significant relationship between mission belief and the organisational job embeddedness variables of links, fit and sacrifice.

3.4 Research Question 4

Is mission contribution positively related to organisational job embeddedness in terms of links, fit and sacrifice?

To measure this, the following null hypothesis will be tested:

There is no significant relationship between mission contribution and the organisational job embeddedness variables of links, fit and sacrifice.

3.5 Research Question 5

Is there a significant difference between the mission attachment and job embeddedness variables for social and commercial organisations?

To measure this, the following null hypothesis will be tested:

There is no significant relationship between social organisations (trade unions) and commercial organisations in terms of mission attachment and organisational job embeddedness variables of links, fit and sacrifice.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 Introduction

The research strategy was to determine the relevance of mission attachment as a component of job embeddedness theory. The study context included trade union organizations in the Gauteng provincial area. Trade union organisations were chosen due the following reasons:

- 1) A strong mission emphasis that was likely to influence both the business activities and employee motivations of the organization.
- 2) They were institutions that were easily assessable within the province
- 3) Trade union organisations had a historical perspective that influences the behaviour of individuals within its different sub division

A desktop study of all trade union organization was completed prior to any formal attempt to approach the member organizations. This provided the necessary insight into their geographical location, their different regional branches and the relevant contact people. Based on this desktop study, several trade union organisations were electronically contacted in order to determine the willingness to participate in the research study. Based on the responses several trade unions organizations were short-listed to be part of the study.

The short-listing criteria included:

1. Ease of accessibility for the questionnaire distribution
2. Total number of employees that could be subjected to the questionnaire answering exercise
3. Commitment from the Secretary General and human resources departments to oversee the questionnaire distribution and collection process.

4.2 Research Method

4.2.1 Encouraging Participation

Several approaches were used to encourage participation in the questionnaire answering session. These included the following:

1. The Secretary General for each of the different trade unions organizations issued a formal electronic communication to all staff members indicating the purpose of the study and encouraged participate.
2. Questionnaires were printed and prepared with a covering letter indicating the purpose of the questionnaire, brief explanation of the construct of job embeddedness and a commitment to protect confidentiality of the person and organization
3. Questionnaires were physically distributed to the relevant people in each organization together with a collection box that would reside in the reception area and facilitate the collection process.

4. After the questionnaire was distributed, several electronic reminders were sent to staff reminding them to complete the questionnaire.

4.2.2 Minimizing Response Bias

Non respondents in the different trade union organisation were compared to respondents and no significant differences were found in terms of age, education, ethnicity, gender, or organizational tenure.

4.3 Questionnaire Design

The questionnaire was designed using the questions suggested for the job embeddedness construct and the mission attachment construct.

4.3.1 Personal characteristics

Simple fill in the blank format on the questionnaires prompted respondents for responses that relate to age, gender, marital status, job level, and tenure in the organisation.

4.3.2 Job Embeddedness

Job embeddedness was measured using different questions relating both organization and community embeddedness items published by Mitchell et al. (2001). It consists of three subscales for testing organizational and community embeddedness.

Although the study did not utilise the results of the community embeddedness dimension, it was collected just in case it was needed by the researcher to verify results. The links items were measured on an open-ended numerical scale (e.g., years, number of co-workers); the fit and sacrifice items were scored on a five-point Likert-type scale from strongly disagree (1) to strongly agree (5). Prior to combining items into subscales (links, fit, and sacrifice) and embeddedness scores, item scores were standardized. Higher scores indicated higher levels of embeddedness.

4.3 3 Mission Attachment

Mission attachment of the respondents will be tested using three key categories of questions (Brown *et al.* 2003). These will include:

1.0 Mission Awareness of their organizations mission

1.1 Mission Awareness (Mission support) refers to the role that the mission plays in the organizations daily activities.

2. Agreement (mission belief): Are they in agreement with the mission

3. Alignment (mission contribution). Is the mission of the organisation relevant in terms alignment to their personal values and aspirations.

4.4 Population

The population frame for this study consisted of social organisations in the Gauteng province of South Africa. The Gauteng province was selected based on the proximity for the researcher to access the relevant organisations.

4.5 Sampling Method

The data was collected from trade union organisations in the Gauteng province during the winter of 2009. Nine trade union organisations from different sectors participated in this study. Although all of these organisations worked in different sectors of the industry, all of them had a strong mission orientation in terms of their establishment and daily activities.

4.6 Data Collection

In preparation for the implementation phase of the self administered questionnaire, several tasks were completed. These included:

1. Pre communication phase: Initial communication was conducted several weeks before the distribution. This process allowed the researcher to communicate the purpose of the research, details of the researcher and the institute to which he belongs to. The pre communication phase also allowed sufficient time for questions and appropriate levels of clarification to be reached prior to the questionnaire being administered.
2. The responsible authority in each of the trade union organisations identified an organisational champion. This champion came either from human resources unit or public relations and would provide a liaison function to the research activities.

3. A strategy for distribution and follow-up to encourage participation and collection of completed questionnaires was worked out.

In devising the plan, great care was taken to ensure the anonymity of the respondents, given the overarching goal of getting as many respondents as possible. Collection boxes were placed in several locations of each organisation. This was done so as to enable respondents to deposit their completed questionnaires.

4.7 Data Analysis

4.7.1 Descriptive statistics

The descriptive statistics for the study will focus on several variables of analysis that includes the following:

1. Percentage of males and females that partook in the survey
2. Average age of respondents
3. Highest level of education of respondents
4. Time spent in either the trade union sector.

4.7.2 Analysis of group results

In this study the variables were set on five different levels (1=strongly agree; 2=disagree; 3=undecided; 4= agree; 5= strongly agree). Data collection was mainly categorical variables which were ordinal in nature.

This implies that employing the Chi squared test will not be sufficient for the data analysis process as it will ignore the ordering of the data. There were a small number of frequencies for category 1 and 2, which required that categories had to be merged for all variables. Since there are more than 20% of cells containing expected frequencies less than 5, the Pearson's Chi Squared was not be applied to test the independence hypothesis. The Likelihood Ratio Chi Squared was a more appropriate test to use in test of this. The null hypothesis will be rejected if probability for the Likelihood Ratio Chi Squared is less than 0.05. This means that there is evidence that the two variables are dependent (i.e. there is a relationship between the two variables)

The ability to measure the strength of association becomes useful when ordering exist in data. Two measures of association (Gamma and Kendall tau) was used to study the nature of association of mission attachment and the links, fit and sacrifice components of job embeddedness. Kendall's Tau is a measure of correlation. Kendall's tau measures the strength of the relationship between the two variables. Like Spearman's rank correlation coefficient, Kendall's tau is carried out on the ranks of the data. In other words, Kendall's tau is carried out on the variables that are separately put in order and are numbered. Like other measures of correlation, Kendall's tau takes the values between minus one and plus one. In Kendall's tau, the positive correlation signifies that the ranks of both the variables are increasing.

On the other hand, the negative correlation in Kendall's tau signifies that as the rank of one variable is increased, the rank of the other variable is decreased. The Kendall tau coefficient (τ) has the following properties:

- If the agreement between the two rankings is perfect (i.e., the two rankings are the same) the coefficient has value 1.
- If the disagreement between the two rankings is perfect (i.e., one ranking is the reverse of the other) the coefficient has value -1 .
- For all other arrangements the value lies between -1 and 1 , and increasing values imply increasing agreement between the rankings. If the rankings are completely independent, the coefficient has value 0 on average (Abdi, 2007).

Does the increase in attachment level tend to increase the fit, link and sacrifice in the organisation? To answer this question, there needs to be a distinction of whether the pairs can be classified as discordant or concordant. This is the first measure of association called the Gamma test. The pair is concordant if the subject ranks higher on both variables (for example: x and y). The pair of variables is discordant if the variables rank higher on x than y or vice versa. The pair is tied if the subject has the same classification on x and Y . The other measures of association for ordinal data are the Kendall Tau test, which is a special case for Gamma.

4.8 Research limitations

The limitations of this study are related to three specific dimensions. Firstly, the type of organisations targeted was the trade union organisation. Other types of socially inclined organisations were excluded such as churches and welfare organisations. Secondly, the study was seriously constrained in terms of time limitations. With this constraint, the researcher could only gain access to the trade union organisations within a specific geographic area (Gauteng provincial region). Trade union organisations in other provinces were excluded. Thirdly, the study focussed only on the organisational aspects of the job embeddedness as the study acknowledged that the mission attachment component only related to the organisational aspect of the construct. The community component of the theory was excluded in the analysis of the variable.

CHAPTER FIVE: RESEARCH RESULTS

5.1 Introduction

The survey questionnaire was completed by 134 respondents in nine different trade union organizations. The trade union organizations that were targeted in this survey is tabulated in table 1 below. The study yielded a response rate of 48%. Besides the 134 questionnaires that were processed for statistical analysis, a total of 48 questionnaires could not be utilised due to its incomplete format. The time constraints did not allow for these questionnaires to be re-issued to gain a better response rate. Most of the trade union organizations had their head offices in the Gauteng provincial area, which allowed easy access to them. To understand the relationship between mission attachment and job embeddedness, a control group was also surveyed using the same questionnaire. The control group consisted of an organisation from a different sector that had no formal mission orientation and had been operational for a short period of time.

Table 1: List of trade unions surveyed during the study

No	Name of trade Union	Questionnaires Distributed	Questionnaires received
1	(SADTU) South African Teachers Union	30	3
2	HOSPERSA- Health and Other Service Personnel Trade Union of South Africa	50	42
3	NUMSA- National Union of Mineworkers	50	0
4	DENOSA- Democratic Nursing Organisation of South Africa	45	43
8	PSA- Public Servants Association	50	42
9	IMATU- Independent Municipal and Allied Trade Union	50	4
	TOTAL	275	134

5.2 Descriptive statistics for the trade union sample group

The descriptive statistics indicate that the questionnaire was answered by 91 females (68%) and 43 (32%) males. The average age of respondents at the time the questionnaire was completed was 39 years, with most of the respondents having an average of 11 years of experience in the trade union sector of South Africa. The education level includes the majority of respondents with a grade 12 (37%), followed by respondents with grade 12 plus a diploma qualification (35%). 15 % of respondents possessed a Baccalaureate Degree with 11% having a Post Graduate Degree. 60% of respondents were married with 69 % reporting to have children living in their households.

5.3 Descriptive Statistics for the control group

The descriptive statistics for the control group indicates that the questionnaires were completed by 30 individuals. The gender composition of the control group was 18 females (60%) and 12 males (40%). The average age of the respondents was 33 years old, with most of the control group respondents having an average of 8 years of experience in the Information and Communications Technology (ICT) sector. The education level analysis indicates that the majority of respondents are in possession of a post matric diploma or certificate (53%), followed by respondents with a baccalaureate degree (30%). 13% of respondents possessed a grade 12 qualification with 13% having a Post Graduate Degree. 47% of respondents were married with 60 % reporting to have children living in their households

5.4.1 Hypothesis test for Research Question 1

Mission awareness refers to the employee's cognitive awareness of the purpose of the mission in his/her organisation and its role in their daily activities. Table 2 shows the Likelihood Ratio Chi Squared test results for the variable mission awareness and the different organisational job embeddedness categories. As shown in table 2, the null hypothesis was rejected for the questions relating to:

1. Organisational links: Question 7 to question11
2. Organisational fit: Question 15
3. Organisational sacrifice: Question 20

The dependant relationships across the above mentioned categories of job embeddedness include:

- 1) Time in the organisation (Question 7, 8 and 9) - 61 % of respondents from the trade union sample agreed that they were aware of direction and mission of the organisation. 35% of the 61% that agreed were employed less than 5 years in the organisation. The results indicate that there is higher mission awareness with new employees (those that have spent less than 15 years in the organisation) as compared to those that have been in the organisation for more than 10 years. The length of tenure in this particular sector shows that 41% of the respondents had been working in the trade union sector for less than 5 years and were highly aware of the direction and mission of their organisation.

In terms of question 9 (time in present position), 52% of respondents had been in their current position for less than 5 years and were highly aware of the mission of their organisation.

- 2) Dependency on co-workers and team members (question 10 and 11) - There is an indication from the study that some similarities exist between employees and their co-workers, and the number of teams that they are on. 26% of the respondents that were very aware of the mission indicated that none of their co-workers were dependant on them, while 26% indicate that between 1-5 co-workers were dependant on them. 37% of respondents that were aware of their organisation's mission were not on any work team. This result indicates that respondents that were highly aware of their mission direction and purpose mainly worked alone.
- 3) Mission awareness and organisational fit in terms of the person fulfilling his/her goals if they remain in the organisation (Question 15) - 44% of the respondents that were highly aware of the mission of the organisation indicated that staying with the organisation would help them achieve most of the goals. There is congruence between highly mission conscious people and the achievement of career and personal goals.

4. Sacrifice and mission awareness in terms of the person not wanting to leave due the benefits that would be sacrificed should that occur (Question 20)- respondents that showed high level of mission awareness (44%) also indicate that the sacrifice would be high if they left their respective job in the trade union sector.

Table 3 shows the Gamma and Kendall tau test of association and the results for the variables for which the null hypothesis was rejected. In terms of the associations, the organisational embeddedness variable related length of tenure in order to achieve goals (Question 15) and mission awareness indicates a weak, but positive relationship fit. The value lies between -1 and 1 , which implies increasing agreement between the rankings. In terms of hypothesis testing, the results from the above analysis indicate that mission awareness can be positively associated to organisational job embeddedness in terms of the 'fit' category. Although positive, the fit of association is weak.

Table 2: Likelihood Ratio Chi Squared test for mission awareness

Embeddedness Construct	Mission Attachment- Awareness	P value	Hypothesis Test result
Links- Organisation	Q7- Years by Q25- Awareness	0.861	Ho rejected
	Q8- Nonprofit by Q25- Awareness	0.565	Ho rejected
	Q9- Years in Organ by Q25- Awareness	0.425	Ho rejected
	Q10 Co-workers By Q25- Awareness	0.599	Ho rejected
	Q11 Work Teams By Q25 Awareness	0.694	Ho rejected
	Q16- Get on By Q25 Awareness	0.0014	Ho Accepted
Fit- Organisation	Q12- Good Match By Q25 Awareness	0.007	Ho Accepted
	Q13- Skills and Talents By Q25 Awareness	0.048	Ho Accepted
	Q14- Personally valued By Q25 Awareness	0.021	Ho Accepted
	Q15- Remain in Organisation By Q25 Awareness	0.435	Ho rejected
	Q17- Respect By Q25 Awareness	0.012	Ho Accepted
	Q18-Interaction By Q25 Awareness	0.011	Ho Accepted
	Q19- Authority By Q25 Awareness	0.001	Ho Accepted
Sacrifice- Organisation	Q20- Sacrifice By Q25 Awareness	0.2525	Ho rejected
	Q21- Promotions By Q25 Awareness	0.0441	Ho Accepted
	Q22- Perks By Q25 Awareness	0.0062	Ho Accepted
	Q23- Prospects By Q25 Awareness	0.016	Ho Accepted
	Q24- Compensation By Q25 Awareness	0.0089	Ho Accepted

Table 3: Gamma and Kendall tau test of association between mission awareness and Organisational Job Embeddedness variables

Mission Attachment component	Job Embeddedness Component	Questions	Gamma		Kendall Tau	
			lower	Upper	lower	upper
Mission awareness	Link	Q7	-0.255	0.261	-0.075	0.159
		Q8	-0.158	0.367	-0.014	0.220
		Q9	-0.311	0.250	-0.098	0.146
		Q10	-0.103	0.315	0.002	0.206
		Q11	-0.052	0.446	0.046	0.276
	Fit	Q15	0.023	0.463	0.086	0.301
	Sacrifice	Q20	-0.174	0.431	-0.011	0.230

5.4.2 Hypothesis Test for Research Question 2

Mission support is a sub-dimension of the mission awareness component and refers to the role that the organisation's mission plays in influencing the organizations daily activities. Table 4 shows the Likelihood Ratio Chi Squared test results for the variable mission support and the organisational job embeddedness categories. The null hypothesis was rejected for organisational links (Question 7 to question 11) and organisational sacrifice (Question 20). Similar to the previous analysis for mission awareness, mission support shows the same trend of dependency between the variables. These include:

1) Time in the organisation (question 7, 8 and 9; and 11) – 49 % of respondents that agreed to the programs and activities supporting the mission of the organisation had worked at the organisation for a period of between 1-10 years. 15 % of the respondents in the above category of mission support have been employed at the organisation for more than 10 years. 34 % of the respondents that agreed to the mission support have worked in the trade union sector for less than 5 years, while 18% of the respondents have spent more than 10 years in this sector. 40% of respondents that agreed with the mission support concept have been in their present position for less than 5 years.

22 % of respondents that indicated that the programs and activities supported the mission of the organisation indicated that between 1-5 co-workers depended on them, while 17% of the similar category of respondents indicates that more than 10 of their co workers depended on them. 27% of respondents in the above category of mission support indicated that they were on between 1-5 work teams. In terms of analysing the 'time' aspect of organisational links, it can be noted that respondents that agreed that their programs and interaction with staff contributed to the mission of the organisation, also participated in work teams, had worked in the sector for a considerable number of years and had co-workers depend on them for daily tasks.

3) Sacrifice and mission support (in terms of the person not wanting to leave due the benefits that would be sacrificed should that occur) – 38% of respondents that have a positive inclination towards the activities that support the mission indicate that they would sacrifice a lot if they left their job. 25% of respondents that agreed that the programs and activities support the mission indicated that they would not sacrifice a lot if they exit their places of employment.

Table 4: Likelihood Ratio Chi Squared test for mission support

Embeddedness Construct	Mission Attachment- Mission Support	P value	Hypothesis Test result
Links-Organization	Q7 - Years by Q26- Mission Support	0.9652	Ho rejected
	Q8 - Non-profit by Q26- Mission Support	0.985	Ho rejected
	Q9 - Years in Organ by Q26- Mission Support	0.209	Ho rejected
	Q10 -Co-workers By Q26- \ Mission Support	0.754	Ho rejected
	Q11 -Work Teams By Q26 Mission Support	0.317	Ho rejected
	Q16- Get on By Q26 Mission Support	0.0001	Ho Accepted
Fit-Organization	Q12- Good Match By Q26 Mission Support	0.0001	Ho Accepted
	Q13- Skills and Talents By Q26 Mission Support	0.0001	Ho Accepted
	Q14- Personally valued By Q26 Mission Support	0.0001	Ho Accepted
	Q15- Remain in Organization By Q26 Mission Support	0.0001	Ho Accepted
	Q17- Respect By Q26 Mission Support	0.0001	Ho Accepted
	Q18-Interaction By Q26 Mission Support	0.0037	Ho Accepted
	Q19- Authority By Q26 Mission Support	0.0001	Ho Accepted
Sacrifice-Organization	Q20- Sacrifice By Q26 Mission Support	0.1218	Ho rejected
	Q21- Promotions By Q26 Mission Support	0.0012	Ho Accepted
	Q22- Perks By Q26 Mission Support	0.0004	Ho Accepted
	Q23- Prospects By Q26 Mission Support	0.0001	Ho Accepted
	Q24- Compensation By Q26 Mission Support	0.0167	Ho Accepted

The Gamma and Kendall tau test of association for mission support and organisational job embeddedness is shown in table 5 below. It shows the variables for which the null hypothesis was rejected. In terms of association, the variable that related to the impact of work teams (Question 11) showed a weak, but positive model fit between the variables. The above analysis indicates that mission support can be positively associated with the 'links' category of the organisational job embeddedness construct.

Table 5: Gamma and Kendall tau test of association between mission support and Organisational Job Embeddedness variables

Mission Attachment component	Job Embeddedness Component	Questions	Gamma		Kendall Tau	
			lower	upper	Lower	upper
mission support	link	Q7	-0.167	0.297	-0.031	0.192
		Q8	-0.200	0.274	-0.050	0.172
		Q9	-0.266	0.259	-0.080	0.157
		Q10	-0.060	0.362	0.033	0.248
		Q11	0.087	0.560	0.136	0.372
mission support	sacrifice	Q20	-0.010	0.529	0.071	0.305

5.4.3 Hypothesis Test for Research Question 3

Mission belief as a component in the mission attachment construct refers to the employee's level of agreement that he/she has with the mission of the organisation. The higher the agreement, the higher the commitment of the employee to the organisation. Table 6 below shows the Likelihood ratio chi squared test results for the relationship between mission support and the different organisational job embeddedness variables.

Table 6: Likelihood Ratio Chi Squared test for mission belief

Embeddedness Construct	Mission Attachment- Mission Belief	P value	Hypothesis Test result
Links-Organization	Q7- Years by Q27- Belief	0.429	Ho rejected
	Q8- Non-profit by Q27- Belief	0.1539	Ho rejected
	Q9- Years in Organ by Q27- Belief	0.516	Ho rejected
	Q10 Co-workers By Q27- Belief	0.2792	Ho rejected
	Q11 Work Teams By Q27- Belief	0.2471	Ho rejected
	Q16- Get on By Q27- Belief	0.0005	Ho Accepted
Fit- Organization	Q12- Good Match By Q27- Belief	0.0001	Ho Accepted
	Q13- Skills and Talents Q27- Belief	0.0001	Ho Accepted
	Q14- Personally valued Q27- Belief	0.0001	Ho Accepted
	Q15- Remain in Organisation Q27- Belief	0.0001	Ho Accepted
	Q17- Respect Q27- Belief	0.0005	Ho Accepted
	Q18-Interaction Q27- Belief	0.0079	Ho Accepted
	Q19- Authority Q27- Belief	0.0014	Ho Accepted
Sacrifice-Organization	Q20- Sacrifice Q27- Belief	0.0885	Ho rejected
	Q21- Promotions Q27- Belief	0.001	Ho Accepted
	Q22- Perks By Q27- Belief	0.0015	Ho Accepted
	Q23- Prospects Q27- Belief	0.0001	Ho Accepted
	Q24- Compensation Q27- Belief	0.0007	Ho Accepted

Table 6 indicates the rejection of the null hypothesis for variables in the organisational links (question 7 to question11) and organisational sacrifice (Question 20). A similar pattern is noticed in the previous table for mission support. As with mission support, mission belief and job embeddedness are related in terms of time in the organisation (Question 7-11) and sacrifice, in terms of the person not wanting to leave due the benefits that would be sacrificed should that occur. A more in depth analysis of the above indicates that in terms of the organisational links, those respondents that had high mission belief, 30% of them have worked for less than 5 years in the organisation. 37% of the respondents had also worked in the trade union sector for less than 5 years and 40% has been in their present position for less than 5 years.

19% of respondents that have been in their current position for less than 5 years were undecided in terms of believing in the mission and values of the organisation. 25% of respondents that had high levels of mission belief indicated that between 1-5 co-workers depended on them for task completion and 27% indicated that they were not involved in any work teams. 25% of respondents with high mission belief indicated that they were involved in between 1-5 work teams. 40% of respondents with high mission belief indicated that they would sacrifice a lot if they exited from the organisation. Table 7 shows the Gamma and Kendall tau test for the mission belief variables in terms of those for which the null hypothesis was rejected

Table 7: Gamma and Kendall tau test of association between mission belief and Organisational Job Embeddedness variables

Mission Attachment component	Job Embeddedness Component	Questions	Gamma		Kendall Tau	
			lower	upper	lower	Upper
Mission belief	links	Q7	-0.356	0.128	-0.152	0.084
		Q8	-0.374	0.138	-0.154	0.088
		Q9	-0.226	0.315	-0.052	0.185
		Q10	-0.070	0.379	0.031	0.260
		Q11	0.074	0.516	0.120	0.335
Mission belief	Sacrifice	Q20	0.026	0.562	0.092	0.329

Table 7 indicate that in terms of the job embeddedness categories, mission belief showed a positive, but weak association with organisational links (question 11) and organisational sacrifice (question 20), Question 11 was the exception. Question 11 refers to the impact of work teams assisting the employee in supporting the mission of the organisation.

The values lie between -1 and 1, implying an increasing agreement between the constructs. In terms of the hypothesis test, these results indicate that mission belief can be positively associated with organisational job embeddedness in terms of the organisational links and organisational sacrifice. Although the relationship is positive, it is also a weak fit between the constructs.

5.4.4 Hypothesis Test for Research Question 4

Mission contribution refers to the alignment of the employee's daily tasks to fulfilling the mission of the organisation. Table 8 indicates the variables for which the null hypothesis was rejected. This includes time in the organisation (question 7-11); organisational fit (Question 15) and sacrifice (Question 20). As with the previous variables, time in the organisation indicates that 35% of respondents with high mission contribution levels have worked for the current organisation for less than 5 years, while 42 % of respondents have worked less than 5 years in the trade union sector. 52 % of respondents with high mission contribution agreement levels indicate that they have been less than 5 years in their present position. 27% of these respondents also indicate that none of their co workers depended on them, while 26% indicated that between 1-5 co-workers depended on them. 32% agreed that if they remain in the organisation they will be able to achieve most of their goals, while 46% indicated that they will sacrifice a lot if they left the organisation.

Table 8: Likelihood Ratio Chi Squared test for mission contribution

Embeddedness Construct	Mission Contribution	P value	Hypothesis Test result
Links-Organization	Q7- Years by Q28- Contribution	0.4985	Ho rejected
	Q8- Non-profit by Q28- Contribution	0.6033	Ho rejected
	Q9- Years in Organ Q28- Contribution	0.5746	Ho rejected
	Q10 co-workers Q28- Contribution	0.4463	Ho rejected
	Q11 Work Teams Q28- Contribution	0.0016	Ho Accepted
	Q16- Get on By Q28- Contribution	0.0001	Ho Accepted
Fit-Organization	Q12- Good Match By Q28- Contribution	0.0001	Ho Accepted
	Q13- Skills and Talents By Q28- Contribution	0.0035	Ho Accepted
	Q14- Personally valued By Q28- Contribution	0.0001	Ho Accepted
	Q15- Remain in Organization By Q28- Contribution	0.1595	Ho rejected
	Q17- Respect By Q28- Contribution	0.0001	Ho Accepted
	Q18-Interaction By Q28- Contribution	0.0018	Ho Accepted
	Q19- Authority By Q28- Contribution	0.0001	Ho Accepted
Sacrifice-Organization	Q20- Sacrifice Q27 By Q28- Contribution	0.0561	Ho rejected
	Q21- Promotions By Q28- Contribution	0.0001	Ho Accepted
	Q22- Perks By Q28- Contribution	0.004	Ho Accepted
	Q23- Prospects By Q28- Contribution	0.0001	Ho Accepted
	Q24- Compensation By Q28- Contribution	0.0643	Ho Accepted

Table 9 shows the Gamma and Kendall tau test of association for mission contribution. The table shows the variables for which the null hypothesis was rejected. In terms of mission belief and the organisational job embeddedness variable, there is no indication of any association between the rankings of the two constructs. The hypothesis test for research question 4 is that there is no positive association between mission contribution and the organisational job embeddedness variables of links, fit and sacrifice.

Table 9: Gamma and Kendall tau test of association between mission belief and Organisational Job Embeddednes variables

Mission Attachment component	Job Embeddedness Component	Questions	Gamma		Kendall Tau	
			lower	upper	Lower	Upper
Mission contribution	Links	Q7	-0.249	0.206	-0.083	0.129
		Q8	-0.257	0.226	-0.081	0.137
		Q9	-0.345	0.180	-0.124	0.105
		Q10	-0.131	0.313	-0.012	0.208
		Q11	-0.308	0.716	0.260	0.464
Mission contribution	Fit	Q15	-0.015	0.445	0.067	0.298
Mission contribution	Sacrifice	Q20	-0.0315	0.292	-0.088	0.160

5.5 Group Results for the Control Group Sample

The control group sample was taken from an organisation that had no formal mission statement and no historical links that tied the employees to the organisation. The control group were individuals from a small Information and Communications Technology company. The company was called Giscoe (Pty) Ltd and was based on the outskirts of Pretoria. The control group was used to distinguish the impact of mission attachment on the organisational job embeddedness variables. The results from the trade union sample indicated some degree of consistent association between the variables. The intention with using the control group was to understand the differences in terms of the strength and relevance of the mission phenomena. The following section highlights the results from the control group analysis.

5.6 Hypothesis Test for Research Question 1- 4 for Control Group

The control group results differed for both the Likelihood Ratio Chi Squared and the Gamma/Kendall tau tests. In general there was a distinct inconsistency between variables of mission attachment construct and the organisational job embeddedness variables. The various tests of dependence and association below indicate this inconsistency. Table 10 show the test results for Likelihood Ratio Chi Squared test for mission awareness and the different organisational job embeddedness variables for the control group.

The results indicate the rejection of the null hypothesis for most of the variables (with exception of question 15, 19 and 20). This shows the dependant relationship with most of the variables for mission attachment and organisational job embeddedness. Table 11 provides the results for the test of association (Gamma and Kendall tau) for mission awareness and organisational job embeddedness. Two variables displayed a positive but weak relationship with mission awareness. These included question 16 (0.063) and question 17 (0.133), both of which are variables under organisational links. Question 16 relates to the employee's relationship with co-workers, and question 17 refers to the respect given to the employee by other people in the organisation (Q17).

Table 10: Likelihood Ratio Chi Squared test for mission awareness (Control group)

Embeddedness Construct	Mission Awareness	P value	Hypothesis Test result
(Control Group) Links- Organization	Q7- Years by Q25- Awareness	0.7618	Ho rejected
	Q8- Non-profit by Q25- Awareness	0.8903	Ho rejected
	Q9- Years in Organ by Q25- Awareness	0.1383	Ho rejected
	Q10 Co-workers By Q25- Awareness	0.5959	Ho rejected
	Q11 Work Teams By Q25 Awareness	0.9009	Ho rejected
	Q16- Get on By Q25 Awareness	0.0635	Ho rejected
(Control Group) Fit- Organisation	Q12- Good Match By Q25 Awareness	0.3763	Ho rejected
	Q13- Skills and Talents By Q25 Awareness	0.5485	Ho rejected
	Q14- Personally valued By Q25 Awareness	0.1155	Ho rejected
	Q15- Remain in Organization By Q25 Awareness	0.0359	Ho Accepted
	Q17- Respect By Q25 Awareness	0.3332	Ho rejected
	Q18-Interaction By Q25 Awareness	0.2682	Ho rejected
	Q19- Authority By Q25 Awareness	0.0196	Ho Accepted
(Control Group) Sacrifice- Organisation	Q20- Sacrifice By Q25 Awareness	0.0031	Ho Accepted
	Q21- Promotions By Q25 Awareness	0.9039	Ho rejected
	Q22- Perks By Q25 Awareness	0.6092	Ho rejected
	Q23- Prospects By Q25 Awareness	0.6084	Ho rejected
	Q24- Compensation By Q25 Awareness	0.5811	Ho rejected

Table 11: Gamma and Kendall tau test for mission awareness and Organisational Job

Embeddedness variables – Control group)

Mission Attachment component	Job Embeddedness Component	Questions	Gamma Test		Kendall Tau	
			lower	upper	Lower	upper
Control group Mission awareness	links	Q7	-0.835	0.513	-0.261	0.269
		Q8	-0.667	0.635	-0.189	0.358
		Q9	-1.091	-0.556	-0.478	-0.095
		Q10	-0.619	0.469	-0.206	0.283
		Q11	-0.556	0.687	-0.124	0.358
		Q16	0.063	1.022	0.171	0.683
Control Group Mission awareness	Fit	Q12	-0.770	0.381	-0.285	0.231
		Q13	-0.679	0.486	-0.234	0.298
		Q14	-0.765	0.424	-0.289	0.263
		Q15	-0.665	0.455	-0.251	0.303
		Q17	0.133	1.020	0.193	0.633
		Q18	-0.757	1.090	-0.141	0.531
		Q19	-0.033	0.980	0.145	0.671
Control Group Mission awareness	Sacrifice	Q20	-0.996	0.071	-0.431	0.056
		Q21	-0.639	0.497	-0.206	0.293
		Q22	-0.863	0.145	-0.371	0.101
		Q23	-0.163	0.746	0.038	0.448
		Q24	-0.482	0.701	-0.106	0.412

As with main sample, mission support was tested with the control group sample. Table 12 below indicates the Likelihood Ratio Chi Squared results for the relationship between mission support and the job embeddedness variables (links fit and sacrifice). The results from Table 12 indicate the rejection of the null hypothesis for all variables of mission support and organisational job embeddedness variables of links, fit and sacrifice.

Embeddedness Construct	Mission Support	P value	Hypothesis Test result
(Control Group) Links-Organization	Q7- Years by Q26- mission support	0.7418	Ho rejected
	Q8- Non-profit by Q26- mission support	0.5643	Ho rejected
	Q9- Years in Organ by Q26- mission support	0.713	Ho rejected
	Q10 Co-workers By Q26- mission support	0.9484	Ho rejected
	Q11 Work Teams By Q26 mission support	0.655	Ho rejected
	Q16- Get on By Q26 mission support	0.2028	Ho rejected
(Control Group) Fit-Organization	Q12- Good Match By Q26 mission support	0.317	Ho rejected
	Q13- Skills and Talents By Q26 mission support	0.5647	Ho rejected
	Q14- Personally valued By Q26 mission support	0.2258	Ho rejected
	Q15- Remain in Organization By Q26 mission support	0.2124	Ho rejected
	Q17- Respect By Q26 mission support	0.5794	Ho rejected
	Q18-Interaction By mission support	0.6915	Ho rejected
(Control Group) Sacrifice-Organisation	Q19- Authority By Q26 mission support	0.0585	Ho rejected
	Q20- Sacrifice By Q26 mission support	0.1251	Ho rejected
	Q21- Promotions By Q26 mission support	0.6647	Ho rejected
	Q22- Perks By Q26 mission support	0.2872	Ho rejected
	Q23- Prospects By Q26 mission support	0.4716	Ho rejected
	Q24- Compensation By Q26 mission support	0.7281	Ho rejected

Table 12: Likelihood Ratio Chi Squared test for mission support (Control group)

Table 13 shows the corresponding Gamma and Kendall tau tests for the association between variables. Despite the over whelming rejection of the null hypothesis in Table 12, only one variable (Question 17) showed a positive relationship with mission support. Question 17 is a variable under organisational fit dimension of job embeddedness and is related to the respect that the employee gets from other people in his/her organisation.

Table 13: Gamma and Kendall tau test for mission support and Organisational Job

Embeddedness variables – (Control group)

Mission Attachment component	Job Embeddedness Component	Questions	Gamma		Kendall Tau	
			lower	upper	Lower	Upper
Control group						
mission Support	links	Q7	-0.455	0.735	-0.073	0.358
		Q8	-0.190	0.867	0.043	0.477
		Q9	-1.084	0.245	-0.304	0.137
		Q10	-0.485	0.509	-0.141	0.309
		Q11	-0.861	0.413	-0.295	0.225
		Q16	-0.451	0.698	-0.103	0.451
Control Group		Q12	-0.637	0.530	-0.222	0.348
Mission Support		Q13	-0.438	0.677	-0.095	0.416
		Q14	-0.394	0.733	-0.069	0.469
		Q15	-0.566	0.545	-0.190	0.365
		Q17	0.114	0.951	0.162	0.592
	Fit	Q18	-0.311	1.189	0.024	0.561
		Q19	0.120	1.015	0.213	0.719
Control Group		Q20	-0.630	0.630	-0.165	0.337
Mission Support		Q21	-0.664	0.308	-0.251	0.188
		Q22	-0.813	0.090	-0.365	0.063
		Q23	-0.190	0.818	0.040	0.517
	Sacrifice	Q24	-0.299	0.727	-0.026	0.467

The relationship between mission belief and organisational job embeddedness formed the next level of testing for the control group. Table 14 provides an overview of the dependency between the different variables. The null hypothesis is rejected for most of the variables. This included most of the questions related to organisational links and organisational fit, except for question 16 and 18.

Table 14: Likelihood Ratio Chi Squared test for mission belief (Control group)

Embeddedness Construct	Mission Attachment- Belief	P value	Hypothesis Test result
(Control Group) Links- Organization	Q7- Years by Q27- Belief	0.8058	Ho rejected
	Q8- Non-profit by Q27- Belief	0.5873	Ho rejected
	Q9- Years in Organ by Q27- Belief	0.8944	Ho rejected
	Q10 Co-workers By Q27- Belief	0.6485	Ho rejected
	Q11 Work Teams By Q27 Belief	0.1214	Ho rejected
	Q16- Get on By Q27 Belief	0.0068	Ho Accepted
(Control Group) Fit- Organization	Q12- Good Match By Q27 Belief	0.2819	Ho rejected
	Q13- Skills and Talents By Q27 Belief	0.1741	Ho rejected
	Q14- Personally valued By Q27 Belief	0.3478	Ho rejected
	Q15- Remain in Organization By Q27 Belief	0.5659	Ho rejected
	Q17- Respect By Q27 Belief	0.2889	Ho rejected
	Q18-Interaction By Q27 Belief	0.0331	Ho Accepted
(Control Group) Sacrifice- Organization	Q19- Authority By Q27 Belief	0.211	Ho rejected
	Q20- Sacrifice By Q27 Belief	0.1521	Ho rejected
	Q21- Promotions By Q27 Belief	0.6448	Ho rejected
	Q22- Perks By Q27 Belief	0.329	Ho rejected
	Q23- Prospects By Q27 Belief	0.303	Ho rejected
	Q24- Compensation By Q27 Belief	0.6368	Ho rejected

The test of association between the variables for which the null hypothesis was rejected included the Gamma and Kendall tau tests. Table 15 below highlights the results of these tests for the variables that showed the rejection of the null hypothesis. Several positive rank associations can be noticed from the table. These include that of question 12, 17 and 18 under organisation fit and question 23 for organisational sacrifice. Question 12 is the belief from the employee that they are a good match for the organisation, while question 17 and 18 refer to the employee being respected at work and their interaction with co workers on a regular basis.

Table 15: Gamma and Kendall tau test for mission belief and Organisational Job

Embeddedness variables – Control Group

Mission Attachment component	Job Embedded ness Component	Questions	Gamma		Kendall tau	
			lower	upper	Lower	Upper
Control group Mission Belief	Links	Q7	-0.241	1.022	0.035	0.507
		Q8	-0.207	1.010	0.051	0.537
		Q9	-1.022	0.484	-0.219	0.183
		Q10	-0.526	0.599	-0.146	0.366
		Q11	-0.565	0.467	-0.155	0.239
		Q16	-0.122	0.960	0.103	0.710
Control Group Mission Belief	Fit	Q12	0.193	1.042	0.244	0.701
		Q13	-0.427	0.675	-0.096	0.445
		Q14	-0.736	0.382	-0.301	0.258
		Q15	-0.282	0.769	-0.011	0.514
		Q17	0.198	0.978	0.185	0.611
		Q18	0.737	1.087	0.333	0.746
Control Group Mission Belief	Sacrifice	Q19	-0.566	0.728	-0.152	0.468
		Q20	-0.301	0.893	-0.001	0.489
		Q21	-0.608	0.522	-0.195	0.319
		Q22	-0.422	0.574	-0.102	0.346
		Q23	0.005	0.866	0.138	0.552
	Q24	-0.305	0.795	-0.017	0.478	

Table 16 provides the final Likelihood Ratio Chi Squared test result for the control group. The table compares mission contribution to organisational job embeddedness variables of link, fit and sacrifice. The table indicates that most of the variable between the two models show a degree of relevance in terms of the rejection of the null hypothesis, except that of question 13 and 19. Question 13 is related to the ability of the employee's job content to fully utilise their skills and talents, while question 19 is related to the authority they have in their job. Table 17 explores the association between the variables for which the null hypothesis was rejected.

Table 16: Likelihood Ratio Chi Squared test for mission contribution (Control group)

Embeddedness Construct	Mission Contribution	P value	Hypothesis Test result
(Control Group) Links-Organization	Q7- Years by Q28- contribution	0.4909	Ho rejected
	Q8- Nonprofit by Q28- contribution	0.8173	Ho rejected
	Q9- Years in Organ by Q28- contribution	0.8295	Ho rejected
	Q10 Coworkers By Q28- contribution	0.3473	Ho rejected
	Q11 Work Teams By Q28 contribution	0.1163	Ho rejected
(Control Group) Fit-Organization	Q12- Good Match By Q28 contribution	0.1857	Ho rejected
	Q13- Skills and Talents By Q28 contribution	0.0129	Ho Accepted
	Q14- Personally valued By Q28 contribution	0.53	Ho rejected
	Q15- Remain in Organization By Q28 contribution	0.1932	Ho rejected
	Q16- Get on By Q28 contribution	0.8183	Ho rejected
	Q17- Respect By Q25 contribution	0.728	Ho rejected
	Q18-Interaction By Q28 contribution	0.9365	Ho rejected
Q19- Authority By Q28 contribution	0.404	Ho Accepted	
(Control Group) Sacrifice-Organization	Q20- Sacrifice By Q28 contribution	0.427	Ho rejected
	Q21- Promotions By Q28 contribution	0.0992	Ho rejected
	Q22- Perks By Q28 contribution	0.5637	Ho rejected
	Q23- Prospects By Q28 contribution	0.5121	Ho rejected
	Q24- Compensation By Q28 contribution	0.8974	Ho rejected

Table 17 indicates a relatively different result as compared to the other tests performed for the control group. In terms of the organisational links, three variables show a positive association with mission contribution, which includes question 9, 10 and 11. Question 9 relates to time that the employee has remained in his/her present position. Question 10 and 11 concerns co workers and work teams that the employee engages with on a daily basis that helps to create a web of attachment. Question 13 is related to the degree to which the employee feels that his skills are being utilised appropriately in the organisation.

Table 17: Gamma and Kendall tau test for mission contribution and Organisational Job Embeddedness variables – (Control group)

Mission Attachment component	Job Embedded ness Component	Questions	Gamma		Kendall Tau	
			lower	Upper	lower	Upper
Control group Mission contribution	links	Q7	-0.041	1.052	0.080	0.461
		Q8	-0.104	0.966	0.077	0.503
		Q9	0.130	1.164	0.082	0.473
		Q10	0.318	0.933	0.256	0.609
		Q11	0.359	1.044	0.267	0.693
		Q16	-0.890	0.183	-0.350	0.121
Control Group Mission contribution	Fit	Q12	-0.364	0.881	-0.034	0.612
		Q13	0.398	1.113	0.398	0.846
		Q14	-0.233	0.799	0.018	0.498
		Q15	-0.147	0.920	0.074	0.613
		Q17	-0.715	0.457	-0.225	0.248
		Q18	-0.811	0.956	-0.145	0.384
Control Group Mission contribution	Sacrifice	Q19	-0.498	0.792	-0.106	0.491
		Q20	-0.157	1.024	0.066	0.527
		Q21	-0.368	0.758	-0.050	0.455
		Q22	-0.910	0.350	-0.346	0.206
		Q23	-0.219	0.785	0.022	0.476
		Q24	-0.742	0.258	-0.288	0.155

5.7 Summary of statistical results

In summary, the statistical test of dependency showed different levels of associations between the control group and the trade union sample. In terms of consistency, the trade union sample showed the most consistent results over the different dimensions of mission attachment and organisational job embeddedness.

In terms of the Likelihood Ratio Chi squared tests for the trade union sample, there was a degree of consistency with regard to the variables for which the null hypothesis was rejected. In terms of organisational links the variables that related to the employee's time spent in the trade union sector, the years spent in that particular organisation and working in teams and with other colleagues showed a dependant relationship. The Gamma and Kendall tau test for the trade union sample went further to confirm a positive, but weak rank fit with organisational links and organisational fit. In terms of organisational links, the employee's functioning in the work team both allowed for him to realise the impact of the mission in his/her organisation and this created a sense of embeddedness. In terms of organisational fit, the trade union employee indicated that his mission awareness and mission contribution is positively related to remaining in the organisation.

The aim of using the control sample was to understand the impact of the mission attachment concept in a smaller organisation with a limited historical context. In this regard, the organisational from which the control sample emanated from had no formal mission statement and were in existence for a period of 6 years. The results for the Likelihood Ratio Chi Squared tests showed a positive dependency for most of the variables related to organisational embeddedness and mission attachment, but showed a disparate level of association between these variables for the subsequent Gamma and Kendall tau test. The levels of association for the control group were weaker for the variables than for the main sample. The predominately organisational embeddedness category for which there were significant results included mostly the organisational fit and to a lesser degree, the organisational links category. Variables also showed positive but weak levels of association.

In terms of consistency and strength of association in the statistical analysis, the trade union sample indicated a higher degree of positive and consistent association for the relationship between mission attachment and organisational job embeddedness. The control group displayed inconsistent and weaker levels of association in terms of mission attachment and organisational job embeddedness. The variables for which the null hypothesis was rejected differed between the samples. The trade union sample showed consistent associations of dependence between the organisational job embeddedness variables, while this was not the case for the control group.

CHAPTER SIX: DISCUSSION OF RESEARCH RESULTS

6.1 Introduction

The job embeddedness construct is a totality of forces that act as a web of attachments to prevent employee turnover. It has gained initial support from early research (Holtom, Mitchell and Lee, 2006) but further research is needed to expand the understanding of antecedents to staying or leaving. This study has extended the construct of job embeddedness into the sphere of social organisations. It has further tested the applicability of mission attachment as the fourth dimension in organisational job embeddedness. In doing so, it has attempted to extend the reliability and validity of the organisational job embeddedness construct by applying it to different sectors. In this manner, it has addressed one of the main criticisms of the construct in the preceding literature review.

The data from 134 (trade union) and 30 respondents (control group) was analysed quantitatively and the results were presented in the previous chapter. This chapter discusses the statistical findings in light of relevant theoretical literature. In some cases the results will support the current thinking on the two constructs and in other cases it will contradict it. The analysis and discussions will be structured according to the job embeddedness main sub elements such as organisational fit, links and sacrifice. Community embeddedness is not tested in this study as it did not relate to the organisational sphere in which mission attachment was relevant.

6.2 Sample Demographics

In previous studies completed on both the mission attachment and job embeddedness constructs, the sample population was taken from both the non profit sector and the service sector (grocery store). Brown *et al.* (2003) and Mitchell *et al.* (2001) both used samples that were very different from that which is used in this study. Brown *et al.* (2003) used a non profit organisation to test mission attachment, but their samples included a combination of part-time and full-time employees. In this study the older full time employees indicated high levels of satisfaction with their current career positions in the organisation resulting in them more likely to have an appreciation of the mission of the organisation. The part-time employees showed a valid consideration for the mission of the organisation but this was a non consideration in terms of other intrinsic motivations such as salary and job satisfaction

In this study 2 samples were surveyed, each with very different demographic characteristics. The main sample (trade union) included 134 respondents, mostly female (68%), with a higher average age (39 years) and more years of experience in the trade union sector. The educational profile also differed substantially. The trade union sample had most of the respondents (77%) as having either a grade 12 or a diploma qualification, while the control group had a majority of individuals with a diploma or certificate qualification (53%) and more than a third having either a Baccalaureate Degree or a Post Graduate Degree (43%).

The control group also had a lower percentage of married individuals (47%), as compared to the trade union sample (60%). These demographic characteristics have been shown to influence on the turnover attitudes (Griffeth *et al.* 2000; Sigtler and Adams, 1999). Studies have also shown that off the job factors such as having children, owning a house, being married, tenure and age lower the turnover intentions of individuals (Lee and Maurer (1999)). These demographic characteristic and their relationships with the different research questions will be filtered into the discussions in the following section.

6.3 Interpretation of findings relating to Research Question 1

The summarised results for research questions 1-4 (trade union sample) is tabulated in Table 18 below.

Table 18: Statistical summary of results for research question 1-4 for the trade union sample

Tests	Mission Awareness	Mission Support	Mission Belief	Mission Contribution
Likelihood ratio Chi squared test	Links – Q7-11 Fit- Q15 Sacrifice- Q20	Links – Q7-11 Fit Sacrifice- Q20	Links – Q7-11 Fit Sacrifice- Q20	Links – Q7-11 Fit- Q15 Sacrifice
Gamma/Kendall tau Tests	Q15	Q11	Q11	Q11

Research question 1 asks “Is mission awareness positively associated to organisational job embeddedness in terms of links, fit and sacrifice? The hypothesis for this question revealed certain dependencies between mission awareness and job embeddedness links, fit and sacrifice. In terms of organisational fit, question 15 was the only job embeddedness variable that showed a significant positive ranking to mission awareness. Question 15 concerns the process of goal achieved should that employee remain in the organisation for a longer period. Mitchell and Lee (2001) reinforce the fact that job embeddedness is an aggregate multi dimensional construct formed from its six dimensions. These indicators are causes of embeddedness and not reflections (Edward and Bagozzi, 2000). Job embeddedness can be measured as either an aggregated score or as a dimensionalised score (Mitchell and Lee, 2001).

The results for research question 1 confirm that mission awareness for trade union employees is an important organisational factor. There is a variety of factors that have been empirically associated with retention that are not attitudinal but organisational in nature (Mallol, Holtom and Lee, 2007). Employees in the trade union sector have a level of mission awareness that becomes internalised into their own personal goals, leaving the organisation will sever the link to achieving those goals. The benefits from remaining in the organisation create a sense of accomplishment for the employee. In terms of McClelland’s Need Theory, there is a focus on three needs: achievement, power and Affiliation (McClelland, 1961).

The need for achievement was defined as the drive to excel, to achieve in relation to a set of standards and to strive to achieve. Achievement theories propose that motivation and performance vary according to the strength of one's need for achievement (Kreitner and Kinicki, 1998 in Ramlall, 2004). Personal achievement becomes a reward rather than the reward of success per se.

The results indicate that there is a relationship between personal success and organisational goals. This in turn defines a level of fit with the organisation for trade union employees. This sense of fit is dependant upon the realisation that the employee goals can be realised. An exit from the organisation would create a sense unachieved personal goals. Time in the organisation becomes a reliable predictor of an employee achieving goals that is created by the mission orientation of the organisation.

Achievement of personal goals is related to a healthy work environment and job satisfaction and this would be lost if the employee leaves the organisations (Sherwood, 2003). Other researchers have also found that the organizational dimension better predicts employee job performance than does the community dimension (Lee, Mitchell, Sablynski, Burton, and Holtom, 2004). They based the relationship between embeddedness and performance on the idea that if an employee is highly linked within an organization, fits well, and will have to sacrifice a great deal if they quit (or if they are fired for poor performance), his or her motivation to perform should be high.

In other words, the links with others will increase the obligation to perform well (as they might be dependent on an employee's performance). Moreover, the fit between the person and the job will lead to an intrinsic motivation to perform well. Finally, if sacrifice is high, the employee will feel that they have a lot to lose by not performing well. Together, these factors all suggest that embeddedness should be associated with performance,.

6.3 Interpretation of findings relating to Research Question 2

Research question 2 asks "Is mission support positively associated to organisational job embeddedness in terms of links, fit and sacrifice? Mission support refers to the daily activities in the employee's work life that supports the mission of the organisation. It was as sub component of mission awareness created by the research just for ease of statistical analysis. Table 18 provides and indication that mission support and organisation embeddedness are linked in terms of organisational links and organisational sacrifice

The test of association indicates that the increased participation in work teams increases the mission support of the organisation. Mission support is therefore positively associated with organisational job embeddedness. Organizational links in the embeddedness construct refers to formal and informal connections that exist between an employee and other people or groups within the organisation.

This creates a form of attachment both to the team members within a single group and between different groups. The higher the connections between these variables (groups and other people) the more embedded the employee will be toward the organisation.

The results show that the employee activities in work teams contribute to supporting the mission of the organisation. In the case of trade unions, the mission support involves both activities within and outside the respective organisations. Brown *et al.* (2001) identified three broad areas of explanations of why individuals intend to stay, one of which included satisfaction with the organisation and co-workers. The trade union organisations in South Africa are characterised by collective action both within a single organisations and between organisations. The higher the number of links between the person and the web of attachment (groups and co-workers), the more an employee is bound to the organisation (Mitchell and Lee, 2001). Macky and Rasmussen (2003) highlight the concerns that employees have with regard to a suitable work-life balance and good relationship with co-workers and supervisors. These authors also indicate that these concerns enable workers to become more stable in their respective work environments and as the content of their work become more interesting, the higher the retention rates.

6.3 Interpretation of findings relating to Research Question 3

Research question 3 asks “Is mission belief positively associated to organisational job embeddedness in terms of links, fit and sacrifice? Mission belief is the level of agreement that the employee has with the organisation’s mission. Mission belief of the respondents in this study was related to question 11 (How many work teams are you on?). The positive ranking between mission belief and organisational links in the job embeddedness construct confirms a positive relationship between the constructs. The higher the agreement with the mission of the organisation, the more likely they will remain in the organisation.

The work team participation of the employee’s reinforced the mission belief process in an intrinsic and motivating manner. Work teams in trade union organisations like HOSPERSA involved teams that would communicate in a teleconference manner with other teams in different geographical areas. This would create a holistic team work environment that fosters employee actions and organisational mission belief. Baetz and Bart 1996) found that for a mission to have an impact on its members and their performance, it must be viewed as somehow acceptable. The impact is marginal when the mission statement of an organisation consists of nice sounding words without a special relevance to the person’s identity. This study indicated that work teams in the trade union sample created high levels of mission belief for fellow workers. The actions of work teams therefore provide a strong basis to reinforce mission belief and this promotes organisational embeddedness for the employee.

The history of trade union organisations in South Africa and their involvement in the Apartheid struggle reinforces the acceptability of their mission statements. Brown et al. (2001) identified the belief in the mission and the desire to help people as one of the three explanations of why individuals intended to stay. Jegers and Lapsley (2001) found that employees in organizations such as trade unions make their moralities visible because they are structurally associated with particular histories and bound up with particular individuals.

Herrbach, Mignonac and Gatignon (2004) indicate that affective commitment is based on the individual's identification with the organization, i.e. on deriving at least part of one's identity from belonging to the organization. This outcome results from an employee's incorporation of the attributes of the organization into their self- concept, to the extent that the individual identifies with the organization out of a need for self- categorization. This brings out their commitment to the organization since they want to pursue their association with it in order to maintain the benefits for their own identities. This reasoning can also be considered as to why the trade union employees feel a deep sense of sacrifice if they had to leave the organization.

This study found that employees were attracted to a certain organisational culture. It is within this context that goals are connected and shared and this becomes important to the employee. The employee then perceives certain levels of compatibility with regard to the organisational goals.

Career goals and personal goals become aligned to organisational culture and this acts as a means to achieving those goals. These actions also create a web of attachment that discourages turnover intentions.

6.3 Interpretation of findings relating to Research Question 4

Research question 4 asks “Is mission contribution positively associated to organisational job embeddedness in terms of links, fit and sacrifice? Mission contribution is the extent to which the employee’s daily tasks contribute towards the mission of the organisation. Table 18 indicates the results for this research question. The only variable that showed a positive test of association was organisational links (Question 11). Question 11 relates to the number of work teams the employee participates in and its contribution to the mission achievement of the organisation. This confirms that there is a positive link between mission contribution and organisational job embeddedness. Although, it only relates to one part (of three) in terms of the job embeddedness construct, it is relevant in terms of its dimensionalised significance (Mitchell and Lee, 2001).

The above results show an important relationship between work teams and the manner in which it provides a mesh of attachment for the employees in the trade union sector. Mission contribution is specifically linked to the employee’s daily tasks that enhance his/ her attachment to the mission of the organisation. The mission in turn, becomes a tangible concept at this level, as it would involve the physical tasks required to fulfil the mission of the organisation.

Brown *et al.* (2003) study confirms this result. In their study, the results showed that employees that felt happy with their work overall, or facets of it were more likely to indicate that they believed in the mission of the organisation and their work contributed to the fulfilment of that mission. Gerling (2009) undertook research into the values that drive the fulfilment of the mission of fire departments. The results showed that leaders in the fire department display high levels of conscience agreement with the core values and mission of the department. This is further shown in various practical tasks that are performed while on duty. This conscious contribution towards the mission of an organisation drives others to become involved in tasks and activities that further attachment them to organisation.

6.3 Interpretation of findings relating to Research Question 5

Table 19 below highlights the results of the statistical test for the control group. Research question 5 asks “Is there a significant difference between the mission attachment and job embeddedness variables for social and commercial organisations?” The statistical test for the control group indicates results that are different to that from the trade union sample. The difference with the main sample is related to two dimensions:

1. The Likelihood Ratio Chi Squared test of independence shows that most of the variables between the two constructs were related.
2. The tests of association indicated that most of the positive rankings between the variables related to organisational fit.

Table 19: Statistical summary of results for research question 1-4 for the control group

Tests	Mission Awareness	Mission Support	Mission Belief	Mission Contribution
Likelihood ratio Chi squared test	Links – Q7-16 Fit- Q12-14,Q17,Q18 Sacrifice- Q21-24	Links – Q7-16 Fit-12-19 Sacrifice- Q20-24	Links – Q7-11 Fit-Q12-Q17, Q19 Sacrifice- Q20-Q24	Links – Q7-11 Fit- Q12-Q18 Sacrifice-Q20-Q24
Gamma/ Kendall Tau Tests	Q16, Q17	Q17	Q12, Q17,Q18,Q23	Q9,Q10,Q11,Q13

The results from the table above confirm the research question for this section. The control group was a sample taken from a commercial company that had no formal mission statement, had been in existence as a business for less than six years. The results in the previous chapter show that the ‘mission’ was taken to mean the commercial / for profit mission of the company. This is reflected in the dependency between the variables for the different job embeddedness constructs. In previous studies Brown *et al.* (2003) investigated the mission attachment between part time and full time employees. Mission attachment appeared to be a valid consideration for younger, part-time employees, but the intrinsic motivation ran thin for as full time employees earn salaries that appear to be uncompetitive to other organisations. Commercial and monetary factors therefore influence the inclinations that employees have towards the mission of the organisation.

In commercial organisations, the satisfaction of employees is not necessarily the mission of the organisation and the belief that one should contribute to others; it is rather a focussed individualistic approach that is heavily dependant on profit related indices. Goulet, 2002 conducted research on the organisational commitment across three different sectors: public, non profit and for profit. The results show that as age increased organisational commitment decreased. This is a valid observation in the current study considering the age difference between the samples.

Organisational commitment was the highest for the for profit employees, due to the perception that there was limited job security in the private sector. The unstable economic climate in South Africa at the time of the study could be a contributing factor to the strong emphasis from the result on organisational fit. The results also indicate that for profit employees were more committed to their careers. Changes in the work place practices and the labour legislation in South Africa could also play a role in the discrepancies between the results for the two samples. The results from this support the concept that non profit organisations like the trade unions organisations in South Africa are unique organisations that rely on different factors to provide motivation and commitment to it employees. It further reinforces that the embeddednes construct cannot be uniformly applied to all countries in a prescribed manner without taking into consideration the unique characteristics of the organisations themselves.

CHAPTER SEVEN: CONCLUSIONS AND RECOMMENDATIONS

7. Conclusions

7.1 Summary of main findings

The aim of this research, as discussed in Chapter 1, was to determine whether mission attachment can be added as a fourth dimension to the construct of organizational job embeddedness. A secondary aim was to explore the differences between mission attachment and organizational job embeddedness in the social nonprofit and a commercial organizational.

The most significant finding of this research was that within a social organization like the trade union, there was a strong, consistent and positive ranking between mission awareness and organizational job embeddedness. Although, in some instances, this ranking was weak, it was nevertheless positive. The results also show that the different dimensions of mission attachment had a significant impact on employees in the trade union sample. This could be gauged by the analysis of the statistical test of dependence. The results from the trade union sample also could be justified by other studies (nonprofit) with similar trends being seen as it concerns variables such as age, tenure, family and experience in the organization. Another interesting finding was the difference in commercial and social organizations.

The results from the study indicate that the employees in the commercial sample were more concerned with individualistic attempts in terms of organizational job embeddedness, while the trade union sample emphasized the group and co-worker dimensions for embeddedness. In terms of factors that were found to be important and would lead to higher levels of mission attachment and organizational job embeddedness, the following can be highlighted:

- 1) The construct of mission attachment is positively associated with organisational links and sacrifice.
- 2) In terms of organisational links, time in the organisation together with work team and co-workers were important in creating a context of attachment and organisational job embeddedness.
- 3) There was a consistently high level of congruence between staying in the organisation and the achievement of personal and career goals.
- 4) There were differences in organisational job embeddedness between the commercial and trade union sample as a result of the mission orientation.

The published literature on mission attachment for trade union organisations is limited, but these findings were consistent with studies that were completed on nonprofit organisations. The main recommendation for employers within the trade

union sector would be to understanding the different levels that are positively related to organisational embeddedness and to use dimensions of the mission construct to enhance the embeddedness of employees. The fact that mission awareness, support, belief and contribution ranked highly for the newer employees as compared to the older employees gave to a three stage model for mission embeddedness. This is discussed in section 7.2.

7.2 Two Stage Mission Embeddedness Maturity Model

It was shown that employees in the trade union sector who were highly cognitively and emotionally attached to the mission of the organisation had also been employed in that sector for a short period of time. Since it is not always possible to influence their mission attachment later in their careers, it becomes important to use the concepts of organisational job embeddedness to increase their web of attachment to the organisation. By comparing the positively ranked variables for mission attachment and job embeddedness, it became evident that one needs to focus on organisational fit and sacrifice to increase their web of attachment.

This study has shown that once the employee is part of an organisation that has a high mission attachment, their levels of mission attachment, career goals and sacrifice is high. This means that the employee is already engaged in terms of the mission and direction of the organisation. To ensure that he/ she remains engaged for a period long enough to become embeddedness, the organisation

needs to after their accountability (increasing responsibilities in work teams and groups), growth (improving perks and compensation) and balance (work life balance and sustainability). Increasing their responsibilities in a collaborative manner (work teams and groups), will increase their organisational fit.

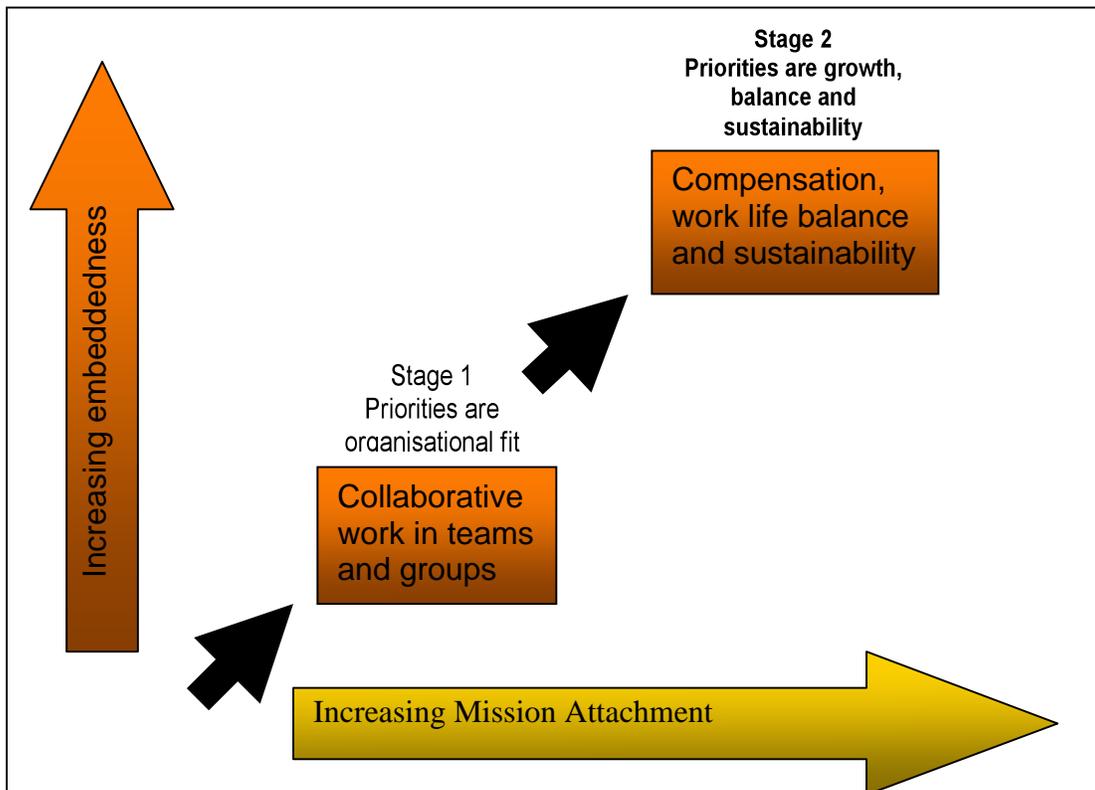


Figure 1: Employee Mission Embeddedness 2 Stage Maturity Model

7.3 Recommendations for Future Research

In terms of the main purpose of this research, it was to test the addition of mission attachment to the construct of organizational job embeddedness; the results show a positive relationship with one main dimension of the construct. Further work concerning mission attachment should focus more on the not for profit sector and the many types of organizations that comprise this sector. In

this manner, future studies will empirically enhance our understanding of the role of missions in the retention of employees across different sectors. This study highlighted a few factors that were positively related to organizational job embeddedness but future research will test, elaborate and modify these ideas.

In terms of organizational job embeddedness, the original authors have formulated different reasons as to why people left or remained in their organizations. Future research in this area should concentrate on other factors that can contribute to their theory. Possible factors that can be included, as a result of this study, include political history and peoples affiliation to it in terms of job embeddedness. The embeddedness construct has also been tested mainly amongst samples in the USA, future research efforts should concentrate on testing the construct in other countries to be able to validate the construct so that it is widely applicable. The testing of other components to job embeddedness is also recommended such as the effects of socialization, economic climate and different labor segments (migrant labor) on job embeddedness.

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9. Appendices

9.1 Appendix A: Covering Letter

Dear Participant

I am currently busy with a research project as part of my postgraduate studies at the **Gordon Institute of Business Management**. This research involves testing whether mission attachment (i.e. the agreement of a staff member with the mission of the organization) can be added to the Theory of Job Embeddedness.

The theory of Job Embeddedness examines the reasons people remain in organizations over long periods of time. It examines different factors including people's links to their work environment, the role of their community and the sacrifices they would endure if they exited these environments.

I would therefore like to request you to kindly participate in this project by completing the attached questionnaire. It should not take more than 15 minutes. Please do not enter your name or contact details on the questionnaire as it remains completely anonymous. Furthermore, you can be assured that the results generated from the questionnaire will only be used for the purposes of this study, and that your details and that of the organization you represent will be kept **strictly confidential** at all times.

Please complete all the questions contained in the questionnaire as I will not be able to use the responses to any questionnaire if **all** the questions are not

answered. I recognize that your time is valuable and taking the time to complete this questionnaire is really appreciated.

Should you have any queries or comments regarding this questionnaire, you are welcome to raise it with myself as the researcher, Dechlan Pillay, telephonically on (012) 333 2339 or by e-mail at dechlanliech@yahoo.com, or the supervisor of this research at wockea@gibs.co.za

Should you wish feedback on the findings of the study once completed, please feel free to contact Mr. Dechlan Pillay at the above e-mail address or telephone number.

Sincerely,

Dechlan Liech Pillay

Master Of Business Science student (Student number: 28552853), University of Pretoria and the Gordon Institute of Business Science),

Dr Albert Wocke

Senior Lecturer

Gordon Institute of Business Management

wockea@gibs.co.za

30 JUNE 2009



9.2 Appendix B: Sample Questionnaire

PLEASE ANSWER ALL OF THE FOLLOWING QUESTIONS BY CROSSING (X) THE RELEVANT BLOCK OR WRITING DOWN YOUR ANSWER IN THE SPACE PROVIDED.

EXAMPLE: What is your level of education? *If it is Grade 12 (Matric, STD 10):*

Grade 12 (Matric, std 10)	<input checked="" type="checkbox"/>
Post Matric Diploma or Certificate	2
Baccalaureate Degree(s)	3
Post Graduate Degree(s)	4

PERSONAL DETAILS

1) What is your gender?

M	F
---	---

2) What is your age in years at the time of completing the questionnaire?

		Years
--	--	-------

3) What is your highest level of education?

Grade 12 (Matric, std 10)	1
Post Matric Diploma or Certificate	2
Baccalaureate Degree(s)	3
Post Graduate Degree(s)	4



4) How many years of experience do you have in the type of work you are currently doing, either in your current job or elsewhere?

		Years
--	--	-------

5) Are you currently married?

YES	NO
-----	----

6. Do you currently have children living in your household?

YES	NO
-----	----

EMPLOYMENT DETAILS

7) How long have you worked for your current organization? (Tick appropriate category)

1	2	3	4	5
Less than 5 years	5-10 years	10-15 years	15-20 years	More than 20 years

8) How long have you worked in the current organizational sector (church / Trade Union)?

1	2	3	4	5
Less than 5 years	5-10 years	10-15 years	15-20 years	More than 20 years



9) How long have you been in your present position in the organization?

1	2	3	4	5
Less than 5 years	5-10 years	10-15 years	15-20 years	More than 20 years

10) How many coworkers are highly dependent on you?

1	2	3	4	5	6
None	1- 5	5-10	10-15	15-20	20 or more

11) How many work teams are you on?

1	2	3	4	5	6
None	1- 5	5-10	10-15	15-20	20 or more

HOW DO YOU FEEL ABOUT YOUR WORK IN YOUR ORGANISATION?

12) I feel like I am a good match for this organization

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

13) I feel that my job utilizes my skills and talents well

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree



14) I feel personally valued at work

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

15) If I stay with this organization, I will be able to achieve most of my goals

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

16) I generally get on well with my coworkers

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

17) I feel that people at work respect me a great deal

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

18) I interact formally or informally with my coworkers regularly throughout the working day?

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree



19) I like the authority and responsibility I have at this organization

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

20) I would sacrifice a lot if I left this job

YES	NO
-----	----

21) My promotional opportunities are excellent here

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

22) The perks on this job are good (e.g., medical aid and pension)

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

23) I believe the prospects for continuing employment with this organization are excellent

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree



24) I am well compensated for my level of performance

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

HOW DO YOU FEEL ABOUT THE MISSION OF YOUR ORGANISATION?

25) I am well aware of the direction and mission of the organization I work for

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

26) The programs and staff at my branch of the organization support the specific mission of the organization

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

27) I like to work for this organization because I believe with its mission and values

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree



28) My daily work tasks contributes to carrying out the mission of my organization

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	strongly agree

HOW DO YOU FEEL ABOUT THE PLACE AND COMMUNITY WHERE YOU LIVE?

29) I work in this organisation because it is a convenient distance from where I live

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

30) How long have you lived in this community? (Years)

1	2	3	4	5	6
I have just moved in	Less than 5 years	5-10	10-15	15-20	20 or more

31) The area where I live offers the leisure activities and other convenient things that I like. (For example sporting, outdoors activities)

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree



32) The community that live in is a good match for me

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

33) How many family members live in the same community as you?

1	2	3	4	5	6
none	Less than 5	5-10	10 -15	15-20	20 or more

34) How many of your close friends live in the same community as you?

1	2	3	4	5	6
none	Less than 5	5-10	10 -15	15-20	20 or more

35) Do you own the home you live in?

YES	NO
-----	----

36) If you are married, does your spouse work outside the home?

YES	NO
-----	----

37) My family roots are in this community

YES	NO
-----	----

38) Leaving this community would be very hard

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree



39) If I were to leave the community, I would miss my non-work friends

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree

40) People respect me a lot in my community

1	Strongly disagree
2	Disagree
3	Undecided
4	Agree
5	Strongly agree