

**Corporate travel policy compliance: a generational analysis of corporate
travellers**

by

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ABSTRACT

The corporate travel industry is a vitally important industry worldwide that continues to grow and contribute to the global economy. Due to the increase in corporate travel and the economic impact thereof, numerous large companies are appointing a dedicated travel manager to implement policies, regulations and homogenous routines, with the main objective of managing the company's travel expenses and their travellers' travel behaviour. One of the main challenges for travel managers is ensuring compliance with such policies. Various factors could lead to corporate travellers violating the travel policy. However, corporate travellers are not a uniform concept, and the workforce today consists of three generations: The Baby Boomers, Generation X and Generation Y, with vastly different characteristics in terms of work values and travel needs. Managers are tasked with understanding these different characteristics and as a result, are adjusting their organisational structures and policies to accommodate and manage the different generations more successfully. The question that remains unanswered is if differences also exist between generations in terms of factors that lead to non-compliance, and more importantly, whether the travel policy should be adjusted to accommodate these differences.

The main purpose of this study was thus to conduct a generational analysis of corporate travel policy compliance to ascertain whether policy compliance differs between generations and whether the factors leading to corporate travel policy non-compliance differ among generations in the workplace. Convenience sampling was used to distribute an online questionnaire to corporate travellers. A total of 205 questionnaires were used in the data analysis which included techniques such as factor analysis, analysis of variance (ANOVA), chi-square tests and finally logistic regression. The results of the study revealed that generations differ in terms of their level of compliance and that the content of the travel policy, business ethics, inequality of the travel policy, consequences of non-compliance, traveller satisfaction, life satisfaction, travel procedures and personal values are all factors that could potentially influence policy compliance. Therefore, knowing that there are in fact differences that exist between generations in terms of factors that lead to non-compliance, companies could consider adjusting their corporate travel policies accordingly.

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TABLE OF CONTENTS

LIST OF TABLES.....	iv
LIST OF FIGURES.....	vi
LIST OF APPENDICES.....	vii
GLOSSARY	viii
CHAPTER 1: INTRODUCTION.....	1
1.1 INTRODUCTION AND BACKGROUND	1
1.2 PROBLEM STATEMENT.....	2
1.3 OBJECTIVES.....	4
1.4 HYPOTHESES	4
1.5 METHODOLOGY.....	5
1.6 DELINEATIONS OF THE STUDY	6
1.7 IMPORTANCE OF THE RESEARCH	6
1.8 STRUCTURE OF THE STUDY.....	7
1.9 CONCLUSION	8
CHAPTER 2: THE BUSINESS AND CORPORATE TRAVEL INDUSTRY.....	10
2.1 INTRODUCTION	10
2.2 BUSINESS TRAVEL AND CORPORATE TRAVEL.....	10
2.3 CORPORATE TRAVEL MANAGEMENT DEFINED	11
2.4 THE CORPORATE TRAVEL MANAGEMENT MODEL.....	12
2.5 THE CORPORATE TRAVEL POLICY	16
2.6 CONCLUSION	20
CHAPTER 3: CORPORATE TRAVEL POLICY NON-COMPLIANCE.....	22
3.1 INTRODUCTION	22
3.2 MAIN AREAS OF CORPORATE TRAVEL POLICY NON-COMPLIANCE	22
3.3 CORPORATE RELATED FACTORS LEADING TO CORPORATE TRAVEL POLICY NON-COMPLIANCE	23
3.3.1 Content and communication of the policy	23
3.3.2 Policy control measures.....	24
3.3.3 Business ethics	26
3.3.4 Organisational injustice.....	28
3.4 PERSONAL RELATED FACTORS LEADING TO CORPORATE TRAVEL POLICY NON-COMPLIANCE	30
3.4.1 The traveller's individual morality.....	30

3.4.2	Employee deviance.....	31
3.4.3	The self-interest actions of a traveller	31
3.4.4	The employee’s satisfaction with his/her job, personal life and travel environment	32
3.5	CONCLUSION	35
CHAPTER 4: MANAGING DIFFERENT GENERATIONS IN THE WORKPLACE		37
4.1	INTRODUCTION	37
4.2	DEFINING THE TERM “GENERATION”	38
4.3	DIFFERENCES BETWEEN GENERATIONS IN TERMS OF THE CORPORATE RELATED FACTORS AFFECTING TRAVEL POLICY COMPLIANCE	41
4.4	DIFFERENCES BETWEEN GENERATIONS IN TERMS OF THE PERSONAL RELATED FACTORS AFFECTING TRAVEL POLICY COMPLIANCE	44
4.5	WORK VALUES OF DIFFERENT GENERATIONS AND HOW IT MIGHT AFFECT TRAVEL POLICY COMPLIANCE	48
4.6	TRAVEL NEEDS OF DIFFERENT GENERATIONS AFFECTING TRAVEL POLICY COMPLIANCE	52
4.7	DEVELOPING THE HYPOTHESES AND CONCEPTUAL MODEL	54
4.8	CONCLUSION	56
CHAPTER 5: RESEARCH DESIGN AND METHODS		58
5.1	INTRODUCTION	58
5.2	RESEARCH PARADIGM	58
5.3	STRATEGY OF ENQUIRY	60
5.4	SAMPLING	62
5.4.1	Target population, context, units of analysis and sources of data.....	62
5.4.2	Sampling method.....	62
5.4.3	Sample size	63
5.5	DATA COLLECTION	63
5.6	DATA ANALYSIS.....	68
5.6.1	Frequency distribution.....	68
5.6.2	Measures of central tendency.....	68
5.6.3	Factor analysis.....	69
5.6.4	Analysis of Variance	69
5.6.5	Regression.....	70
5.6.6	Cross-tabulation.....	70
5.7	ASSESSING QUALITY	70
5.7.1	Sources of bias that could influence the research findings	70

5.7.2	Reliability and validity.....	71
5.8	CONCLUSION.....	72
CHAPTER 6: RESULTS.....		74
6.1	INTRODUCTION.....	74
6.2	DESCRIPTIVE STATISTICS.....	74
6.2.1	Corporate traveller profile.....	75
6.2.2	Propensity to comply with the travel policy.....	78
6.2.3	Factors leading to corporate travel policy compliance.....	82
6.3	EXPLORATORY FACTOR ANALYSIS.....	99
6.3.1	Content and communication.....	99
6.3.2	Business ethics.....	101
6.3.3	Control measures.....	102
6.3.4	Organisational injustice.....	104
6.3.5	Individual morality.....	105
6.3.6	Self-interest.....	107
6.3.7	Employee deviance.....	108
6.3.8	Traveller satisfaction.....	109
6.3.9	Job satisfaction.....	111
6.3.10	Life Satisfaction.....	112
6.3.11	Work values.....	113
6.3.12	Travel procedure.....	115
6.3.13	Business trip needs.....	116
6.4	CORRELATIONS.....	119
6.5	HYPOTHESES TESTS.....	120
6.5.1	Hypothesis one.....	124
6.5.2	Hypothesis two and three.....	126
6.6	MULTIPLE LINEAR REGRESSION.....	137
6.7	SUMMARY OF RESULTS.....	140
6.8	CONCLUSION.....	143
CHAPTER 7: CONCLUSION AND RECOMMENDATIONS.....		145
7.1	INTRODUCTION.....	145
7.2	DISCUSSION OF RESULTS.....	145
7.2.1	To discuss the role of the travel policy in corporate travel management.....	146
7.2.2	To identify factors that have an influence on travel policy non-compliance...	148

7.2.3	To identify the work values and travel needs of different generations in the workplace in the context of policy compliance/non-compliance	150
7.2.4	To assess the propensity of corporate travellers to comply with their organisation's travel policy.....	153
7.2.5	To measure if travel policy compliance differs between generations	154
7.2.6	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace	156
7.3	CONCLUSION ON RESEARCH PROBLEM	162
7.4	MANAGERIAL IMPLICATIONS AND RECOMMENDATIONS.....	162
7.5	LIMITATIONS	167
7.6	CONTRIBUTION OF THE STUDY	168
7.7	RECOMMENDATIONS FOR FUTURE RESEARCH.....	169
7.8	CONCLUSION	170
	REFERENCES.....	171

LIST OF TABLES

Table 0.1: Abbreviations.....	ix
Table 2.1: Difference between business travel and corporate travel.....	11
Table 4.1: Categories of generations according to birthdates in different countries	39
Table 5.1: Layout of the questionnaire with constructs and objectives measured	65
Table 6.1: Demographic profile of respondents.....	76
Table 6.2: Demographic profile of the majority of Douglas' (2008) sample	77
Table 6.3: Demographic profile of the majority of Van Rooyen's (2016) sample	77
Table 6.4: Demographic profile of the majority of the Jonck <i>et al.</i> 2017 sample	77
Table 6.5: Content and communication factor analysis.....	100
Table 6.6: Mean, median, standard deviation, skewness and kurtosis of the content and communication factors.....	101
Table 6.7: Business ethics factor analysis.....	101
Table 6.8: Mean, median standard deviation, skewness and kurtosis of the business ethics factor	102
Table 6.9: Control measures factor analysis	102

Table 6.10: Mean, median, standard deviation, skewness and kurtosis of control factors	104
Table 6.11: Organisational injustice factor analysis.....	104
Table 6.12: Mean, median, standard deviation, skewness and kurtosis of the organisational injustice and inequality factors.....	105
Table 6.13: Individual morality factor analysis.....	106
Table 6.14: Mean, median standard deviation, skewness and kurtosis of the individual morality factor	107
Table 6.15: Self-interest factor analysis	107
Table 6.16: Mean, median, standard deviation, skewness and kurtosis of the self-interest factor.....	108
Table 6.17: Employee deviance factor analysis	108
Table 6.18: Mean, median, standard deviation, skewness and kurtosis of the consequences and deviance factors.....	109
Table 6.19: Traveller satisfaction factor analysis.....	110
Table 6.20: Mean, median, standard deviation, skewness and kurtosis of the traveller satisfaction factor.....	110
Table 6.21: Job satisfaction factor analysis.....	111
Table 6.22: Mean, median, standard deviation, skewness and kurtosis of the job satisfaction factor.....	112
Table 6.23: Life satisfaction factor analysis.....	112
Table 6.24: Mean, median, standard deviation, skewness and kurtosis of the life satisfaction factor.....	113
Table 6.25: Work values factor analysis.....	113
Table 6.26: Mean, median, standard deviation, skewness and kurtosis of the work values and personal values factors.....	115
Table 6.27: Travel procedure factor analysis	115
Table 6.28: Mean, median, standard deviation, skewness and kurtosis of the travel procedure and trip behaviour factors	116
Table 6.29: Business trip needs factor analysis	117

Table 6.30: Mean, median, standard deviation, skewness and kurtosis of the general wants and needs and safety and security needs factors	118
Table 6.31: Corporate and personal related factors leading to travel policy non-compliance	118
Table 6.32: Cross tabulation between Generations and Compliance	125
Table 6.33: Chi-Square Tests	125
Table 6.34: Descriptive statistics of different levels of agreement of factors leading to travel policy non-compliance	127
Table 6.35: Analysis of Variance	130
Table 6.36: Turkey HSD Test.....	132
Table 6.37: Regression analysis	138
Table 6.38: Summary of results	141
Table 7.1: Corporate and personal related factors leading to corporate travel policy non-compliance	149
Table 7.2: Characteristics of Generation Y, Generation X and the Baby Boomer generation.....	150
Table 7.3: Hypotheses rejected.....	158

LIST OF FIGURES

Figure 2.1: The corporate travel management model.....	13
Figure 4.1: Conceptual model	56
Figure 6.1: How frequently corporate travellers find it difficult to comply with the travel policy	79
Figure 6.2: Corporate travellers' compliance rate.....	80
Figure 6.3: Areas in which corporate travellers find it difficult to comply with the travel policy	81
Figure 6.4: What management can change in the travel policy to make travellers more compliant	82
Figure 6.5: How corporate travellers rate their organisation's travel policy	83

Figure 6.6: The type of travel policy corporate travellers' organisations have	84
Figure 6.7: Corporate travellers' level of understanding of the travel policy	84
Figure 6.8: Main form of communication of the travel policy	85
Figure 6.9: Content and communication of the travel policy	86
Figure 6.10: Business ethics	87
Figure 6.11: Control measures	88
Figure 6.12: Organisational injustice	90
Figure 6.13: Individual morality	91
Figure 6.14: Self-Interest actions of the travellers	92
Figure 6.15: Employee deviance	93
Figure 6.16: Traveller satisfaction	94
Figure 6.17: Job satisfaction	94
Figure 6.18: Life satisfaction	95
Figure 6.19: Work values characteristics.....	97
Figure 6.20: Business trip experience	97
Figure 6.21: Business trip wants and needs.....	98
Figure 7.1: Conceptual model	158
Figure 7.2: Adjusted model	161

LIST OF APPENDICES

APPENDIX A: Questionnaire	182
APPENDIX B: Letter to participate in the study	194
APPENDIX C: Consent letters from companies	197
APPENDIX D: Language editor certificate	200
APPENDIX E: Ethical clearance	202
APPENDIX F: Overview of Pearson's Correlation.....	205
APPENDIX G: List of "other" industries corporate travellers are employed in	210

GLOSSARY

Baby Boomer generation: Individuals born between the 1940s – and early 1960s.

Business tourism: A trip that is undertaken for MICE (Meetings, Incentives, Conferences and Exhibitions) purposes.

Business travel: A trip that is undertaken with the purpose of conducting commercial or formal transactions, or activities that are related to the traveller's job such as visiting a client, signing deals or negotiating a contract.

Cohort perspective: A generational perspective that views generations as groups of people who are born in a specific period in time.

Corporate related factors: Factors leading to corporate travel policy non-compliance that the corporate traveller has no control over.

Corporate travel management: The maximisation of travel services by a corporation to its employees and the minimisation of the cost of providing those services.

Corporate travel policy: The audible, visible and measurable embodiment of all the controls, contracts, practices and senior management expectations that comprise the corporate travel management agenda.

Corporate travel: Refers to large organisations that have large travel volumes. These organisations tend to outsource their travel management portfolio to Travel Management Companies (TMCs) and might have a separate department, with a corporate travel manager, who manages the organisation's travel.

Generation X: Individuals born between the mid-1960s – mid-1980s.

Generation Y: Individuals born between the mid-1980s – late-1990s.

Generation: A group of individuals born within the same historical and social-cultural context, who experience the same formative experiences and develop unifying commonalities.

Independent business travel: Refers to smaller organisations that do not have a large travel volume. Travellers of these organisations tend to refer to retail travel agencies to plan their business trips for them or organise the trip by him or herself.

Personal related factors: Factors leading to corporate travel policy non-compliance that the corporate traveller can control.

The following abbreviations will be used in this study:

Table 0.1: Abbreviations

Abbreviation	Definition
TMC	Travel Management Company
ANOVA	Analysis of variance
MICE	Meetings, Incentives, Conferences and Exhibitions
ACTE	Association of Corporate Travel Executives
FMCG	Fast Moving Consumer Goods
SPSS	Statistical Package for Social Science
LGBTQ	Lesbian, Bisexual, Gay, Transgender and Queer

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND

The business travel industry is a vitally important industry worldwide and made a global economic contribution of US\$1.11 trillion in 2015 (Statista, 2018). Due to the increase in globalisation, the amount of business travel that is done by managers and professionals has increased considerably in the last few decades (Gustafson, 2014:63). According to Swarbrooke and Horner (2001:3), the terms business travel and corporate travel are often used interchangeably, however, Lubbe (2003:304) asserts that there are distinct differences between these two terms. Independent business travel refers to smaller organisations that do not have a large travel volume. Travellers of these organisations tend to refer to retail travel agencies to plan their business trips for them or organise the trip by him or herself. These small organisations also do not have enough buying power to negotiate good rates from various tourism suppliers and as such, there is no need to manage/centralise the business travel function. Corporate travel, on the other hand, refers to large organisations that have large travel volumes. Due to the fact that these organisations have large travel volumes, they have the power to negotiate rates with various tourism suppliers. These organisations tend to outsource their travel management portfolio to Travel Management Companies (TMCs) and might have a separate department, with a corporate travel manager, who manages the organisation's travel. The remainder of the study will focus on corporate travel.

As a result of the increase in corporate travel and the great economic impact thereof, numerous large companies are appointing a dedicated travel manager to implement policies, regulations and homogenous routines for their corporate travel, with the main objective of managing the organisation's travel behaviour and travel expenses (Gustafson, 2012:278). Gustafson (2012:278) listed the roles of the corporate travel manager as: developing and implementing a travel policy, cooperating with a travel agency, making agreements with suppliers, standardising payment routines, using travel statistics and finally communicating the travel policy and gaining support within the organisation to comply with the travel policy. Of these six responsibilities, developing and implementing an effective corporate travel

policy, is perhaps the most important responsibility (Gustafson, 2012:278) and is thus the main tool that a travel manager uses to take control of the organisation's travel activities (Gustafson, 2012:278), with the ultimate goal of saving money for the organisation. One of the main challenges for travel managers is corporate travel policy compliance (Gustafson, 2012:278).

1.2 PROBLEM STATEMENT

Organisations are constantly looking for ways in which they can reduce the cost of corporate travel. One way of doing this is to implement a travel policy and as mentioned in the previous section, one of the main challenges for travel managers is corporate travel policy compliance (Gustafson, 2012:278). Major conflicts can occur if a traveller's needs are not in line with the company's goals (Holma, Bask & Katri, 2015:62) and travel policy. More often than not, this is the case as travellers tend to value comfort and convenience, however, organisations focus on reducing travel costs (Gustafson, 2013:23). When this happens, non-compliance might occur.

Lubbe (2003:316) identified the following areas of non-compliance: Travel approval procedures, meals and entertainment expenditure, car rental expenditure, accommodation expenditure and airline expenditure. She added six main reasons for travellers violating the corporate travel policy which included last minute bookings by the travellers, personal loyalty cards held by travellers, travellers unknowingly violating the policy, travellers deliberately violating the policy and a lack of travel policy communication (Lubbe, 2003:316). Douglas (2008:97) went further by categorising these reasons and others into two broad groups, namely corporate related factors that may lead to travellers violating the corporate travel policy and personal related factors that may lead to travellers violating the corporate travel policy. The corporate related factors refer to those factors that the traveller has limited control over, for example, content and communication of the policy, policy control measures, business ethics and organisational injustice (Douglas, 2008:99). Personal related factors are those factors that the traveller can control, for example, the traveller's individual morality, the self-interest actions of a traveller, whether he/she is satisfied with his/her job, personal life and business trip conditions and employee deviance (Douglas, 2008:112).

In the preceding paragraph, reference has been made to reasons for travellers' non-compliance in general and factors that could lead to non-compliance, but corporate travellers are not a uniform concept. The workforce today consists of three generations: The Baby Boomers, Generation X and Generation Y (Benckendorff, Moscardo & Pendergast, 2010:29). With all these different generations present in the workplace, the work values of these generations might be different, which could result in tensions in the workforce (Srinivasan, 2012:53). According to Twenge and Campbell (2007:862), one of the more challenging changes that occur in the workplace, is when new and younger employees enter the workplace. This is due to the fact that the younger generation (Generation Y) are vastly different from the generations before them. Particularly, researchers found that Generation Y, Generation X and the Baby Boomer generation, have different work values and travel needs (Benckendorff, Moscardo & Pendergast, 2010, Hansen and Leuty, 2012, Jonck, Van der Walt & Sobayeni, 2017, Kapoor & Solomon, 2011, Kim, Xiang & Fesenmaier, 2015 and Twenge and Campbell, 2007). Managers who make an effort to understand and manage the deeper generational differences in their workplace will be more successful in the long run as they will be able to find ways in which they can accommodate all these differences (Twenge and Campbell 2007:873) by adjusting their organisational structures and policies. The question that remains unanswered is if differences exist between generations in terms of factors that lead to non-compliance, and more importantly, whether the travel policy should be adjusted to accommodate these differences.

Previous studies have addressed corporate travel policy violation while others have discussed generational differences in the workplace. Gustafson (2014; 2012), highlighted the importance of the corporate travel industry, the importance of the corporate travel policy and what challenges corporate travel managers face when managing and implementing corporate travel policies. Douglas (2008) identified the factors leading to corporate travel policy compliance. Studies have also looked at the differences between different generations in the workplace (Kapoor & Solomon, 2011), how organisations are changing their structures in order to manage these different generations successfully and the importance of knowing how to manage these different generations (Twenge & Campbell, 2007).

To date, researchers have not investigated how policy compliance differs between generations in the workplace, and whether the factors leading to non-compliance differ between these generations.

1.3 OBJECTIVES

The main purpose of this study is to conduct a generational analysis of corporate travel policy compliance to ascertain whether policy compliance differs between generations and whether the factors leading to corporate travel policy non-compliance (as identified by Douglas, 2008), differ among generations in the workplace.

In order to achieve this purpose, the following research objectives are formulated:

- To discuss the role of the travel policy in corporate travel management.
- To identify factors that have an influence on travel policy non-compliance.
- To identify the work values and travel needs of different generations in the workplace in the context of travel policy compliance/non-compliance.
- To assess the propensity of corporate travellers to comply with their organisations' travel policy.
- To measure if travel policy compliance differs between generations.
- To investigate whether the factors leading to travel policy non-compliance, differ between the generations in the workplace.

1.4 HYPOTHESES

The first three objectives mentioned above, are achieved through a literature review. From the literature review, the following hypotheses are formulated, which correspond with objectives 4, 5 and 6:

H_{1(alt)}: Generations differ with regard to their level of non-compliance with the corporate travel policy.

H_{2(alt)}: Generation Y, Generation X and the Baby Boomers differ with regard to the corporate related factors influencing their corporate travel policy compliance.

H_{3(alt)}: Generation Y, Generation X and the Baby Boomers differ with regard to the personal related factors influencing their corporate travel policy compliance.

1.5 METHODOLOGY

This is an empirical study. Firstly, a literature review is conducted, then, based on the findings in the literature, a questionnaire is designed and new data is collected from new sources of data. In terms of basic or applied research, this study is classified as basic research. The purpose of this particular study is not to solve a specific problem, but rather to test different theories in terms of corporate travel policy violation and to provide clarity as to why travellers violate their corporate travel policies and if there are any differences in these reasons between different generations in the workplace. The design of this study is cross-sectional as data is collected at a particular time and not again at another time. The study is non-experimental since the researcher has no control over the variables and can therefore not manipulate any of the variables in the study. The type of data collected is primary data and the results of this study will not be based on data collected in previous research studies but rather on the data the researcher obtains from the completed questionnaires. Finally, quantitative methods are employed to identify the factors leading to policy non-compliance and to measure if these factors differ between generations in the workplace.

The target population for this study includes corporate travellers, between the ages of 18 and 65, who travel for business purposes at least once a year. The sampling method used is convenience sampling. Convenience sampling is used when a researcher collects data from sources of the target population, who are readily available and willing to fill in questionnaires (Wagner, Kawulich & Garner, 2012:92).

The data analysis techniques that are used in this study include descriptive statistics in the form of measures of central tendency, frequencies and standard deviations. Inferential statistics that are used include factor analyses, analysis of variance (ANOVA) and multiple linear regression. Firstly, factor analysis is conducted to identify whether the different factors leading to corporate travel policy violation between different generations are in fact the same factors as identified in the literature. Secondly, the ANOVA test is conducted to compare the answers of different groups, namely the Baby Boomer generation, Generation X and Generation Y. Thirdly, a multiple linear regression technique is used to establish whether a relationship exists between travel policy compliance/non-compliance (dependent variable) and personal/corporate related factors (independent variables). Finally, the Pearson chi-

square test of independence is conducted to establish whether generations differ in terms of their level of compliance with the corporate travel policy.

1.6 DELINEATIONS OF THE STUDY

There are two main delineations for this study. Firstly, this study only focusses on corporate travellers and not independent business travellers. This is due to the fact that larger organisations which negotiate with tourism suppliers and use TMCs have corporate travel policies in place, which might not be the case for independent business travel.

Secondly, this study uses the “cohort” perspective with regard to different generational groups. The cohort perspective simply views generations as groups of people who are born in a specific period in time (Lyons & Kuron, 2014:140). The social forces perspective, on the other hand, looks at generations as “inter-related and multi-dimensional social groups that are shaped based on the flow of history” (Lyons & Kuron 2014:141). According to Lyons and Kuron (2014:141) almost all past researchers, conducting studies on generational differences in the workplace, have used the cohort perspective.

1.7 IMPORTANCE OF THE RESEARCH

According to Lenz, Gewald and Coccorullo (2015:1411) literature on the topic of corporate travel is limited. To date, topics such as the volume of corporate travel, factors leading to corporate travel policy violation (Douglas, 2008), and how a destination can attract corporate travellers (Lenz *et al.*, 2015:1411) have been studied. Up to now, researchers have not investigated whether policy compliance differs between generations in the workplace and if the factors leading to non-compliance differ between these generations. This study will add to the existing literature by extending the work of Douglas (2008) to identify whether the factors leading to corporate travel policy violation differ among different generations in the workplace.

In terms of the managerial importance of this study, Twenge and Campbell (2007:873) state that managers who make an effort to understand the deeper generational differences in their workplace will be more successful in the long run as they will be able to find ways in which

they can accommodate all these differences. At the same time, organisations are also considering changing their structures and management styles to successfully manage different generations in the workplace (Twenge & Campbell, 2007:864). Thus, it will be beneficial for managers to look at the differences in factors leading to travel policy violation among different generations in the workplace. By doing this, managers can adjust their corporate travel policies in a way that will be acceptable for the organisation and for all the different generations in the workplace. This will thus ultimately lead to higher corporate travel policy compliance, which will, in turn, save travel costs for the organisation.

1.8 STRUCTURE OF THE STUDY

In order to comprehensively cover the area being studied, all the concepts and areas related to corporate travel, the corporate travel policy, factors leading to corporate travel policy violation and managing different generations in the workplace will be explored.

Chapter one provides an introduction and background of the research study, identifies the problem statement, objectives and hypotheses and provides insight as to what the managerial and academic importance of the research study is.

Chapter two starts off with an overview of the business and corporate travel industry, how important this industry is and how fast the industry is growing. This chapter also defines the key terms in this study and identifies the terms the study focuses on. Furthermore, this chapter explains how the corporate travel management process works and identifies and discusses each element of the corporate travel management model. This will lead to a better understanding of corporate travel management and the importance of a corporate travel policy.

Chapter three explores the areas and factors leading to corporate travel policy non-compliance. This chapter is divided into three parts: main areas of policy non-compliance, corporate related factors leading to policy non-compliance and personal related factors leading to policy non-compliance.

Chapter four firstly defines the term “generation” and identifies the two different perspectives of generational research. Secondly, the chapter gives a brief description of each generation. Thirdly, chapter four identifies the different work values and travel related needs of each generation. Finally, through the use of industry sources, this chapter identifies some of the areas and factors that lead to different generations violating the corporate travel policy. This chapter concludes by identifying the key constructs of the study through a conceptual model.

The theoretical background given in chapters two to four leads to the planning of the research design and methodology. Chapter five provides an in-depth view of the strategy of enquiry, the target population and units of analysis of the study, the sampling method used, the sample size, the data collection method, the data analysis methods and the reliability and validity tests.

In chapter six the results from the empirical phase are discussed.

Finally, chapter seven discusses the results and findings of the study, provides a conclusion based on the results, identifies the limitations of the study and provides suggestions for future research.

1.9 CONCLUSION

The corporate travel industry is an important and rapidly growing industry. Corporate travel is one of the larger expenses for organisations, therefore, organisations are constantly looking for ways in which they can reduce their travel expenditure. Corporate travel policies are thus implemented to manage and control corporate travel behaviour and costs. There are, however, various areas and factors leading to corporate travel policy non-compliance, and these areas and factors may differ between generations in the workplace. Different generations in the workplace have different characteristics. Managers who make an effort to understand the deeper generational differences in their workplace will be more successful in the long run as they will be able to find ways in which they can accommodate all these differences. The purpose of this study is to conduct a generational analysis of corporate travel policy compliance to ascertain whether the factors leading to corporate travel policy non-

compliance (as identified by Douglas, 2008), differ among different generations in the workplace.

This chapter provided a brief introduction and background of the study; identified the problem statement, objectives, hypotheses and importance of the study; provided a brief overview of the methodology of the study, and provided the structure of the remaining parts of the research study. In order to have a better understanding of the corporate travel industry, chapter two provides an overview of the business and corporate travel industry, how important this industry is and how fast the industry is growing. This chapter also defines the key terms in this study and identifies which terms the study focuses on.

CHAPTER 2: THE BUSINESS AND CORPORATE TRAVEL **INDUSTRY**

2.1 INTRODUCTION

The business and corporate travel industries are important as they can have a significant impact on the economic growth of a destination (Beaverstock, Derudder & Faulconbridge, 2009:193). However, despite the importance of these two closely linked industries, they have not been receiving the attention they deserve from researchers. The purpose of this chapter is to firstly, identify the importance of the business and corporate travel industry and to clearly define the key terms that are used in this study. Secondly, this chapter will explain what corporate travel management is, the process of corporate travel management, who manages this process and what the desired outcomes of this process are. The chapter will conclude by highlighting the importance of the corporate travel policy in the travel management process.

2.2 BUSINESS TRAVEL AND CORPORATE TRAVEL

Despite the business travel industry being an extremely important and lucrative industry, it has not been receiving the attention it deserves from governments, academics and researchers (Swarbrooke & Horner, 2001:3). This is perhaps due to the fact that the business travel industry is extremely difficult to define and various terms are often used interchangeably (Swarbrooke & Horner, 2001:3). Swarbrooke and Horner (2001:3) define business tourism as an industry that is “concerned with people travelling for purposes which are related to their work. As such it represents one of the oldest forms of tourism man having travelled for the purpose of trade since very early times.” Over the years, there has often been disagreement with regard to the difference between the terms “business travel” and “business tourism”. Business tourism is defined as a trip that is undertaken for MICE purposes (National Department of Tourism, 2008:6). The National Department of Tourism (2008:6), defines business travel as “a trip that is undertaken with the purpose of conducting commercial or formal transactions, or activities that are related to the traveller’s job such as

visiting a client, signing deals or negotiating a contract.” Business travel is made up of two segments, independent business travel and corporate travel.

The differences between corporate travel and independent business travel were discussed in the previous chapter and are highlighted in Table 2.1 below. The remainder of the study will focus on corporate travel.

Table 2.1: Difference between business travel and corporate travel

Independent business travel	Corporate travel
Small organisation	Large organisation
Small travel budget	Substantial travel budget
Not centralised	Centralised function
Not managed	Managed
Retail travel agent	TMC

Source: Lubbe 2003:304

Although independent business travel and corporate travel are two different concepts, both these concepts fall under the term “business travel” and not “business tourism”. As mentioned, corporate travel refers to those companies that have large travel volumes and thus also large travel costs (Lubbe, 2003:306). It is therefore essential for these companies to centralise and manage their travel function.

2.3 CORPORATE TRAVEL MANAGEMENT DEFINED

Corporate travel management can be defined as “the maximisation of travel services by a corporation to its employees and the minimisation of the cost of providing those services” (Cohen in Douglas, 2008:18). According to Holma *et al.* (2015:62), the third largest cost for large organisations is travel. After salaries and information and technology, the travel and entertainment cost of an organisation is the most controllable cost (Lubbe, 2003:306). Travel management enables these large organisations to successfully manage this large cost. Smith (in Douglas, 2008:93) states that an effective travel management programme can reduce the costs involved in corporate travel by 20-30 percent. Travel management allows an organisation to manage all corporate travel related expenses, including, flights, accommodation, car rental, meetings, off-site training programmes, and any other expenses involved in corporate travel (Lubbe, 2003:306). The travel management of an organisation

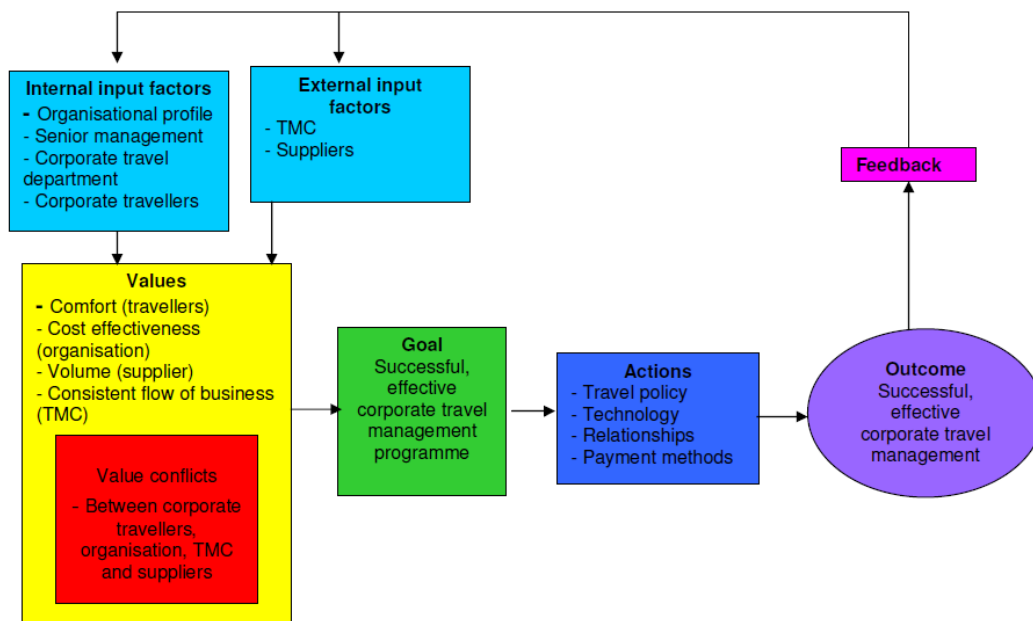
can fall under different departments. For some organisations, this function will fall under the financial department. Other organisations will classify this function as an administrative or human resource function (Jenkins, 1993:1). Larger organisations create a separate department for travel management, which will be the corporate travel department (Lubbe, 2003:305).

2.4 THE CORPORATE TRAVEL MANAGEMENT MODEL

Lubbe (2003:327) created a corporate travel management model (figure 2.1) that illustrates all the elements of the corporate travel management programme and all the stakeholders involved in this programme. The travel management programme has internal and external stakeholders. The internal stakeholders are the company, senior management, the corporate travel department and the corporate travellers (Lubbe, 2003:327). The external stakeholders are the travel management companies and travel suppliers (Lubbe, 2003:327). Each of these stakeholders has their own values and goals, which they feel are important in the corporate travel management process (Douglas, 2008:21). The values and goals of these stakeholders might, for example, be as follow:

- **Management:** To keep travel costs as low as possible and achieve the goals and purpose of the business trip.
- **Corporate traveller:** To feel safe and comfortable on the business trip and to have the necessary technology and support to conduct their business on the business trip.
- **Corporate travel management company:** To secure a continuous flow of business and revenue.
- **Travel suppliers:** To achieve high volumes by the corporate client instructing their employees to use only their services and not those of their competitors.

Figure 2.1: The corporate travel management model



Source: Lubbe 2003:327

Major conflicts can occur when the values and goals of the above-mentioned stakeholders are not in line with each other (Holma *et al.*, 2015:62). These values and goals, therefore, need to be managed in order to reach the ultimate outcome of the travel management process. Ultimately, the desired outcome of the travel management process is a successful corporate travel management programme to the benefit of all the stakeholders involved (Douglas, 2008:21).

In order for a travel management programme to be successful and reach this ultimate goal, it requires the implementation of the four actions mentioned in the corporate travel management model, namely technology, payment methods, relationships and travel policy. These actions are based on the four main elements of a successful corporate travel management programme, namely: managing travel data and information, an effective travel expenditure management process, well thought out selection of travel suppliers and a well-formulated travel policy (Bunge in Douglas, 2008:19).

- **Technology**

In order for an organisation to **manage their travel data and information successfully**, they have to gather this data and information by using various technology

solutions to know for example how frequently employees are travelling (Bunge in Douglas, 2008:19). Today, organisations can even request travellers to use smartphone apps such as Mtrip, to track their travel patterns and to report their expenditure while on a business trip (Mtrip, 2018). By doing this, the organisation will know how much these business trips are costing them. The organisation can also use this data and information to their advantage when negotiating the best rates with airlines and hotels, and then instructing employees to use these airlines and hotels when travelling on behalf of the organisation (Bunge in Douglas, 2008:19).

- **Payment methods**

An effective travel expenditure management process indicates to employees how they should process their travel expenditure (Douglas, 2008:20). This includes for example, what form of payment the traveller should use or what the process for reimbursements is. Organisations use systems such as travellers taking company credit cards with them on their business trips, suppliers sending bills to the organisation to pay them back after the employee returns from the business trip, or travel management companies paying for the business trip and sending a bill (with all the travel expenditure details for that month) at the end of the month (Douglas, 2008:20). More recently, companies have been making use of Lodge cards and virtual cards to manage their corporate travel expenses. Lodge cards assist companies to consolidate travel expenditures for their employees, without the need to reimburse the cash after the business trip (FirstData, 2019). “Virtual cards are online cards that are not physically issued by the credit card provider” (Techopedia, 2019). When companies use virtual cards, the TMC sends hotels or airlines a unique 16 digit virtual card number, the three-digit security number and an expiry date (Carlson Wagonlit, 2017). The hotels and airlines then accept these virtual card numbers like a normal credit card and process them as a “cardholder not present transaction” (Carlson Wagonlit, 2017). When a corporate traveller uses this virtual card to make a booking, the booking is automatically matched to the payment, therefore travellers won’t be able to make a booking outside of the travel policy (Travel & Meetings, 2019).

- **Relationships**

In order for a travel management programme to be successful, mutually beneficial and transparent relationships must be present between the organisations (corporate client), TMC and **travel suppliers**. TMCs operate in a highly competitive market, where they need to offer their clients specialised services (Schuitmaker and Thomas, 2016:2). In order for TMCs to understand what service delivery will satisfy the corporate company, they need to know what the company's expectations of the relationship are (Schuitmaker and Thomas, 2016:2). TMCs do not only perform basic functions for an organisation such as making reservations, but they also offer services such as providing information on the travel patterns and expenditure of a company, managing travel policy compliance and selecting suppliers to include in the travel policy (Douglas, 2008:47). Travel suppliers such as airlines, hotels and car rental companies are carefully selected based on the best deals the TMC can negotiate with the suppliers, dependent on their travel volume (Douglas, 2008:82). These suppliers should not only offer the best rates that will suit the travel budget of the organisation, but should also cater for the travel wants and needs of the corporate travellers, for example, having WiFi available, a desk in the room to work at, flexible check in and out hours and adequate security to ensure the safety of the corporate traveller.

- **Travel policy**

The last element of a successful travel management programme is the implementation of a good **corporate travel policy**. The main purpose of the travel policy is to reduce the travel costs of an organisation (Douglas, 2008:20).

By having all four of the above actions in place and managed successfully, it will lead to the ultimate outcome of a successful travel management programme that caters for the needs of all the stakeholders involved (Douglas, 2008:20). However, as the travel management programme is not static, it is important for all the stakeholders to continuously provide feedback on this programme to the travel managers of the organisation, so that the programme can be adjusted, to continuously cater for the needs of all the stakeholders involved, and ultimately be a consistently successful programme (Douglas, 2008:20).

Travel managers have various responsibilities that they have to perform however, these responsibilities are accompanied with numerous challenges (Gustafson, 2012:278). As far back as 1993, Jenkins (1993:19) identified five specific tasks for a corporate travel manager to perform: develop and implement an effective corporate travel policy; ensure that all the terms agreed upon by the company and the travel management company are always adhered to; maintain a good relationship between the company and selected airline, accommodation and car rental suppliers; manage the payment of all travel expenses; and keep accurate records with regard to travellers adhering to the travel policy. More recently, Gustafson (2012:278) agrees with Jenkins with regard to the five responsibilities mentioned above however, Gustafson adds one more responsibility for the corporate travel manager and that is to constantly communicate with travellers and inform them of the corporate travel policy and any important travel news and updates. Of these six responsibilities, developing and implementing an effective corporate travel policy is the most important responsibility (Gustafson, 2012:278).

2.5 THE CORPORATE TRAVEL POLICY

A corporate travel policy is defined as “the audible, visible and measurable embodiment of all the controls, contracts, practices and senior management expectations that comprise the corporate travel management agenda” (Lang in Douglas, 2008:49). A company has no way in which they can control their costs, ensure traveller safety and capture expense data, without a travel policy (Rocketrip, 2016).

The primary goal of the corporate travel policy is to implement common rules and administrative procedures (Gustafson, 2012:278). The common rules refer to the costs of travel, which transportation modes to use, which suppliers to use in terms of airlines and accommodation, the degree of comfort that is allowed and the type and class of airline ticket (Gustafson, 2013:24). The administrative procedures refer to those routines such as the pre-trip approval, the procedure of making bookings and payments and the management of the expense report (Gustafson, 2013:24). The purpose of these rules and procedures is to take control of the travel cost of a company and to ensure the safety and security of corporate travellers on a business trip (Travel leaders, 2017). Organisations have a responsibility

towards their employees to keep them safe on a business trip that is referred to as Duty of Care (Travel leaders, 2017).

According to Ryan (2015), in order for a corporate travel policy to satisfy the needs of the organisation and the travellers, it should include guidelines that will lead to three basic goals: saving travel costs for the organisation, maintain the travellers' satisfaction and maintain the travellers' productivity, all at the same time. Contrary to the belief that travel policies are only for the benefit of the organisation (saving costs), travel policies are also beneficial to the traveller (Ryan, 2015). Employees feel valued by their organisation when the travel policy includes policies such as only booking the travellers in at a hotel that is of good quality (Ryan, 2015). When a traveller books his or her own accommodation for a business trip, the standard of the hotel might not be what the traveller expected it to be (Ryan, 2015). Travel management companies know what the standards of comfort, security and cleanliness are at hotels. When travellers make their bookings at hotels set out in the travel policy, they will be in a relaxing environment, which will promote physical and mental wellbeing during working hours (Ryan, 2015).

Wint and Avish in Douglas (2008:55) suggest that a corporate travel policy should have six elements that form the foundation of the policy: culture, content, comprehensiveness, communication, control and compliance.

Corporate **culture** is defined as "a set of norms and values that are widely shared and strongly held throughout the organisation" (Guiso, Sapienza & Zingales, 2013:61). These norms and values are reflected in the policies and procedures of the organisation, including the corporate travel policy. The corporate culture of an organisation will determine whether the travel policy will be more employee orientated or business orientated (Wint & Avish in Douglas, 2008:55). An employee orientated travel policy will be more relaxed and flexible whereas a business orientated travel policy will be more restrictive (Wint & Avish in Douglas, 2008:55).

Another success element of the travel policy is the **content** in the policy and how this content is laid out and described (Wint & Avish in Douglas, 2008:55). Rules and guidelines, as identified by Jenkins (1993:37) and Gustafson (2013:3) regarding the following aspects should be included in the corporate travel policy:

Method of making travel arrangements - for example, explaining how far in advance corporate travellers should book their business trip and whether they should use the company website, mobile booking tools or a TMC to make the booking.

Flights, accommodation, ground transportation – for example, are there any preferred suppliers the corporate travellers should book with, can corporate travellers fly business class on long haul flight, can corporate travellers book any class of vehicle at a car rental company or can corporate travellers make use of Airbnb or Uber while on a business trip?

Meals and entertainment – for example, does the company reimburse for all meals and entertainment, are there certain meals a corporate traveller is not allowed to eat while on a business trip (for example chicken, which might lead to the traveller being sick if not prepared properly or alcohol) and are there certain entertainment activities the corporate travellers are not allowed to participate in?

Payment methods and documentation – for example, does the organisation need receipts to reimburse the corporate traveller, what is the timeline for the corporate traveller to submit the receipts, how soon will the corporate traveller be reimbursed, are there any pre-approvals needed for certain expenses and should the corporate travellers use their personal credit card, the organisation's card or virtual cards on a business trip?

Safety and security – for example, requesting corporate travellers to submit their itineraries and provide a number by which the organisation can call them any time before leaving for the business trip. Providing the corporate traveller with information and contact details of particular resources for particular types of emergencies and explaining the insurance policies of the company.

Environmental guidelines - explaining to corporate travellers what the appropriate behaviour is for a particular culture of the country they are visiting, or explaining if there are any strict rules in a particular country that the traveller might not be aware of. For example, even though it is against the law, there will be no consequences for walking across the street in South Africa, however, if you walk across the street in Singapore where there is not a pedestrian crossing sign, you will get a fine.

All these rules and guidelines should be clearly defined within the travel policy with no grey areas that will leave the traveller confused. It is difficult for an organisation to enforce a policy if travellers find flaws in the policy (Douglas, 2008:55).

A travel policy should not only mention the above rules and procedures in the travel policy, but it should also cover all of these topics extensively. A travel policy should thus be as **comprehensive** as possible so that the travellers are not confused as to what the correct procedures are (Wint & Avish in Douglas, 2008:55). According to Ryan (2015), a company should maintain a balance between comprehensiveness and keeping it simple and not complex. By having a confusing travel policy, travellers might not know how to, for example, claim for reimbursement after a business trip.

Even if a travel policy includes all the necessary content comprehensively, it will all be in vain if the travellers are not aware of the travel policy and its content. It is thus important for the travel managers to constantly **communicate** the travel policy to the travellers (Wint & Avish in Douglas, 2008:55). Ryan (2015) states that education and training on the travel policy from the organisation is important for the employees to understand their travel policy.

Once all the rules and procedures are clearly defined within the policy, travel managers should put **control** measures in place to monitor the compliance of these rules and procedures and the consequences for non-compliance should be clearly defined within the travel policy (Wint & Avish in Douglas, 2008:55).

If a travel manager includes all the above-mentioned elements in the travel policy of the organisation, it is still not guaranteed that the employees will **comply** with all of these rules and procedures at all times (Wint & Avish in Douglas, 2008:55). A travel manager should thus constantly monitor whether the travellers are following the rules and procedures set out in the travel policy and ask the travellers for feedback regarding these rules and procedures (Wint & Avish in Douglas, 2008:55). With this information, a travel manager can update the travel policy on a continuous basis, to ensure that it still meets the goals of the organisation (maximising travel saving) and satisfies the needs of the traveller while at the same time keeping them productive on a business trip.

A corporate travel manager is faced with numerous dilemmas in his/her job including, gaining support from upper management, managing the corporate travellers and dealing with their needs, mitigating conflicts between the company, TMCs and suppliers and managing the challenges regarding virtual meetings (Gustafson, 2012:278). However, the main challenge for travel managers is corporate travel policy compliance (Gustafson, 2012:278). Corporate travel policy non-compliance is a huge problem for large organisations as in certain companies the cost of non-compliance can amount to about \$3 million per annum (Douglas, 2008:93). More recently, Ruch (2016) found that at an average organisation, employee overspending accounts total a fifth to a third of the total travel and expense budget. Additionally, the Association of Corporate Travel Executives (ACTE) conducted a global survey in which they found that 72% of travel managers have not achieved their desired level of travel policy compliance (Rocketrip, 2016).

2.6 CONCLUSION

There are various reasons as to why people travel and one of those reasons is for business purposes. This chapter highlighted the importance of the business and corporate travel industry and the economic impact it has on a destination. Corporate travel is not only an important industry it is also a necessity for large organisations. This chapter clearly defined the difference between the terms business travel and business tourism, as well as the terms independent business travel and corporate travel. Although these terms are often used interchangeably, the focus of this study will be on corporate travellers, who work for organisations who have corporate travel policies in place to manage their large travel expenditure. Furthermore, this chapter explained why it is important to manage a large organisation's travel costs. It identified all the stakeholders involved in the corporate travel management process and explained that conflicts can occur when the values and goals of these stakeholders are not in line with each other. The chapter further explained what actions are vitally important for a corporate travel management programme to be successful. One of these actions is the implementation of effective corporate travel policy. The primary goal of the corporate travel policy is to implement common rules and administrative procedures. The purpose of these rules and procedures is to take control of the travel cost of a company and to ensure the safety and security of corporate travellers on a business trip. Corporate travel

managers face various challenges however, the main challenge for them is corporate travel policy compliance.

Chapter three will identify the main areas of corporate travel policy non-compliance, and it will discuss the various corporate and personal related factors leading to corporate travel policy non-compliance.

CHAPTER 3: CORPORATE TRAVEL POLICY NON- COMPLIANCE

3.1 INTRODUCTION

This study is based on research conducted by Douglas (2008). Lubbe (2000) first identified the main areas of corporate travel policy non-compliance. Nine years later Douglas (2008) extended this research by not only looking at the areas of corporate travel policy non-compliance but also the factors leading to corporate travel policy non-compliance. They identified two broad categories: corporate related factors and personal related factors. Chapter three will discuss the main areas in which corporate travel policy non-compliance occur and identify and discuss the corporate and personal related factors leading to corporate travel policy non-compliance.

3.2 MAIN AREAS OF CORPORATE TRAVEL POLICY NON-COMPLIANCE

As mentioned in the previous chapter, major conflicts can occur if a traveller's needs are not in line with the company's goals (Holma *et al.*, 2015:62) and travel policy. According to Lubbe (2003:316), the main areas of policy non-compliance are meals expenditure, entertainment, and airline and accommodation expenditure. The two areas where policy non-compliance is minimal are car rentals and travel approval procedures (Lubbe, 2003:316). The main reasons for policy non-compliance are firstly, employees having to make last minute bookings, secondly, employees unknowingly violating the policy, thirdly, employees making use of their own loyalty cards, fourthly, employees deliberately violating the policy and finally a lack of travel policy communication (Lubbe, 2003:316).

Even though Lubbe (2003) successfully identified the main areas and reasons for policy non-compliance, Douglas (2008) later advocated for a deeper analysis of the problem of corporate travel policy non-compliance. Douglas (2008:8) argued that there was a need to not only look at the reasons for policy non-compliance but to delve deeper and try to understand the underlying factors that cause policy non-compliance. She identified two broad categories of

underlying factors: Corporate related factors and personal related factors. The corporate related factors that lead to policy non-compliance refer to those factors that the traveller does not have control over (Douglas & Lubbe, 2009:98). These factors include organisational systems, policies, rules and regulations that the traveller is required to abide by (Douglas & Lubbe, 2009:98). Personal related factors on the other hand, refer to those factors that the traveller does have control over including, his/her ethical behaviour in certain situations, how honest the traveller is, how satisfied he/she is with his/her job and the conditions the traveller has to endure on a business trip (Douglas & Lubbe, 2009:98).

3.3 CORPORATE RELATED FACTORS LEADING TO CORPORATE TRAVEL POLICY NON-COMPLIANCE

There are four main corporate related factors that may lead to corporate travel policy non-compliance: content and communication of the policy, policy control measures, business ethics and organisational injustice (Douglas, 2008:99).

3.3.1 Content and communication of the policy

In order for a corporate travel policy to be successful, it is crucial that it contains three elements: clarity, communication and senior management commitment (Douglas, 2008:99). According to Douglas (2008:99), a poorly written travel policy is one of the main reasons for non-compliance. As mentioned in the previous chapter, the rules and guidelines written in the policy should be clearly defined with no grey areas that might leave the traveller confused. It is difficult for an organisation to enforce a policy if travellers find flaws in the policy. However, on the other hand, if a policy is too strict, it can also lead to policy non-compliance (Douglas, 2008:99).

It is important to effectively communicate the travel policy to all the travellers. As mentioned before, one of the main aspects that lead to policy non-compliance is if the traveller is not aware that he/she is violating the policy, as it was not properly communicated and explained to them (Lubbe, 2003:306). Sickel (2016) highlights a huge discrepancy between what travel managers' intention with the travel policy is and how employees interpret the policy. A study conducted by the Global Business Travel Association found that 96% of North Americans are

knowledgeable about their companies' corporate travel policies, yet there still seemed to be many misperceptions (Sickel, 2016). Half of the respondents from this study said that their travel policy is mandated, however, this was only the case with a third of the companies that participated in the study. The other organisations' travel managers said that their travel policies are more guidelines than a mandate (Sickel, 2016). Gustafson (2013:24) identified different ways in which organisations are currently trying to communicate their corporate travel policies effectively. Some organisations make their policies available on the intranet and they conduct meetings regarding the travel policies and the travel routines with new employees, managers and frequent travellers. Other organisations make passport-size travel policies so that the travellers can take it with them wherever they travel.

Douglas (2008:101) states that "top-down" communication (from upper management to lower ranked employees) of the travel policy is more effective than communication from the bottom (lower ranked employees). Thus, by senior managers leading by example and following the travel policy rules, it will be easier for travel managers to enforce the policy on lower ranked employees (Gustafson, 2012:27).

3.3.2 Policy control measures

Douglas (2008:102) found that corporate travellers tend to violate the policy when they perceive that it is easy to get away with it. This is the case when an organisation fails to monitor compliance by making use of pre-trip approvals and post-trip reviews (Douglas, 2008:102). Control relates to making sure that employees act according to the organisation's desired goals (Holma *et al.*, 2015:62). According to Holma *et al.* (2015:62), control measures can focus on processes or outcomes. Control measures focused on processes, aim to influence the means used to achieve the desired result. On the other hand, control measures focused on outcome aim to set performance standards in place as outcomes for activities. Holma *et al.* (2015:62) state that travel purchases can be managed successfully through a corporate travel policy. This policy should, however, not only have clear and reasonable rules for aspects such as how to make a booking and what amount of spending is allowed on the business trip. It should also incorporate what the exact penalties will be if these rules and guidelines are not followed. A travel policy is, therefore, a control measure focussing on process and outcome (Holma *et al.*, 2015:62).

Internet technology is also often used as a form of process control to manage corporate travel (Douglas & Lubbe, 2009:108). The internet environment within an organisation is divided into three broad categories: the unmanaged internet, supplier-driven self-booking systems and custom-designed self-booking systems. With the unmanaged internet system, travellers can book their trips, airline tickets and accommodation without following any of the guidelines set out in the travel policy (Douglas & Lubbe, 2009:108). With this internet, the organisation has no way to control or manage the travel cost of the organisation. Supplier-driven self-booking systems allow the travellers to log in to the supplier's (pre-determined by the organisation) website, make their bookings and get all the discounted prices and benefits pre-negotiated by the organisation and the supplier (Douglas & Lubbe, 2009:108). Custom-designed self-booking systems allow for a "technology partnership" between the travel management companies, suppliers and the organisations (Douglas & Lubbe, 2009:108). The travellers thus only have access to this system and can make all their travel arrangements only on this system. Most organisations tend to have strict travel policies where corporate travellers are not allowed to make their own decisions regarding their business trips. However, it is still difficult for these organisations to stop their employees from making purchases that are not in line with the travel policy and thus costing the organisation a lot of money (Douglas & Lubbe, 2009:108). By making use of the custom-designed self-booking system, TMCs can keep track of employee bookings and report any misbehaviour to the employee's travel manager. This is however only effective if the employees use the organisation's custom-designed self-booking system. Therefore, corporate travellers can download this self-booking tool onto their mobile devices. This will save time and thus money for the organisation due to the convenience of making all the bookings and finding all the information regarding the business trip and the policy regulations on the corporate travellers' phone (CorpTrav, 2019).

Another control measures that organisations use to manage travel policy compliance, is through the use of Key Performance Indicators (KPIs) (Rocketrip, 2016). Most organisations have two categories of KPIs to manage their employees' policy compliance: Spend visibility and cost-effectiveness (Rocketrip, 2016). The KPIs within the spend visibility category are called booking visibility and payment visibility. The KPIs that fall under the cost-effectiveness category include, spend under contract, cabin compliance rate, hotel compliance rate, advance booking compliance rate and lowest logical fare utilisation rate (Rocketrip, 2016). These KPI measures are discussed below.

Booking visibility - Measures the percentage of business trips booked via the approved channels, such as the custom-designed self-booking tools of the organisation (Rocketrip, 2016).

Payment visibility - measures the percentage of bookings made by making use of the approved form of payment such as the corporate card (Rocketrip, 2016). By using this corporate card programme, managers will be able to see if any expenditure occurred on the travellers' trips that are not in line with the policy (Douglas, 2008:102).

Spend under contract – Measures the percentage of bookings made with the travel suppliers set out within the travel policy (Rocketrip, 2016). This is to make sure that the travellers are using the advantage of the discounted prices negotiated between the organisation and the suppliers.

Cabin compliance rate – measures the percentage of airline bookings made within the correct cabin class stipulated in the travel policy for a specific type of flight (Rocketrip, 2016).

Hotel compliance rate – measures the percentage of hotel bookings made within the correct star grade or specific hotel chain as set out in the travel policy (Rocketrip, 2016).

Advance booking compliance rate – measures the percentage of bookings made within the minimum number of days prior to the business trip as stipulated within the travel policy (Rocketrip, 2016).

Lowest logical fare utilization rate – measures the percentage of bookings made at the lowest fare available on the customised self-booking tool of the organisation (Rocketrip, 2016).

3.3.3 Business ethics

Business ethics is defined as “the study of business situations, activities, and decisions where issues of right and wrong are addressed” (Crane & Matten, 2016:4). However, according to Lewis (in Douglas, 2008:104) managers and lower level employees cannot always determine

what is right or wrong in all situations. Therefore, most people rely on their religious or philosophical beliefs or on cultural agreement, to decide what is right or wrong. According to Scott (2000:425), people tend to firstly choose where they want to work based on whether the organisation's values match their own values. Therefore, an individual's values are not independent of the values of the organisation they work for. Secondly, during the interview process, organisations also choose certain employees that will fit into their corporate environment. Therefore, an employee's characteristics, view on life, values and abilities, are selected, trained and encouraged by the organisation based on the organisation's values and characteristics (Scott 2000:425). Douglas and Lubbe (2009:101) state that although an organisation is not always the cause of an employee's unethical behaviour, the business ethics of the organisation and the unethical behaviour of the employee are not completely independent. An individual's behaviour is often affected by his/her social environment (Douglas & Lubbe, 2009:101), therefore, even though an employee has good morals, he/she might conduct unethical behaviour if the employee works in an environment where unethical behaviour is the norm. The opposite can also be true, if an employee has low moral values, he/she might take part in ethical behaviours if the employee works in an environment where ethical behaviour is the norm (Douglas & Lubbe, 2009:101). According to Douglas (2008:106), the ethics of the organisation is influenced by the corporate culture. The corporate culture an employee finds him/herself in includes their colleagues, managers and the reward system of the organisation. There are various definitions of corporate culture. Cremer's (in Guiso *et al.*, 2013:61) view is that the culture within the organisation represents "the unspoken code of communication among members of an organisation". Related views are that culture is a means to assist with coordination, for example, which side of the road to drive on, or in a business context, where to park your car at the office building (Guiso *et al.*, 2013:61). The most widely used definition of corporate culture within the management literature is that culture is "a set of norms and values that are widely shared and strongly held throughout the organisation (Guiso *et al.*, 2013:61). However, Guiso *et al.* (2013:61) state that it is important to remember that the way in which each employee interprets these values might differ. Corporate culture is just the reputation a company has developed over a certain period in time, and its importance stems from the fact that within this corporate culture lie the enforcement of social norms, which differ in many ways from the enforcement of legal norms (Guiso *et al.*, 2013:61).

With legal norms, contingencies have to be verifiable in order for them to be enforced, however for social norms to be enforced, it is sufficient enough if a contingency was observed (Guiso *et al.*, 2013:61). If an employee books an airline ticket in business class instead of economy class (as stipulated in the travel policy) he/she will not go to jail, however if the norm of the company is to follow the rules and procedure in the travel policy, that employee will easily be shunned by his/her colleagues. However, in order for a social norm to be enforced within an organisation, it must be shared and followed by most of the employees and by upper management (Guiso *et al.*, 2013:61). Thus, in order for a company to avoid unethical behaviour, such as policy non-compliance, the company has to develop an ethical corporate culture (Douglas, 2008:106). Bussmann and Niemeczek (2017:798) highlight the need for companies to carry out value management and to create a company culture through defined values. Numerous companies are starting to move away from a rule-orientated corporate culture and developing into a culture based more on values (Bussmann & Niemeczek, 2017:798).

As seen above, an employee's ethical behaviour is greatly influenced by the way managers choose to deal with ethics within the organisation. If managers set a good example and act in an ethical manner, the employees will follow in their footsteps (Douglas, 2008:110).

3.3.4 Organisational injustice

Organisational injustice refers to when employees feel that there are certain injustices within their organisation and that they are treated unfairly by the organisation (Douglas, 2008:110). When employees feel that they are treated unfairly by their organisation, they tend to look for any opportunity to improve their own conditions or status at the organisation's expense (Douglas, 2008:110). This behaviour is known as workplace sabotage and the purpose of this kind of behaviour is to "damage, disrupt, or subvert the organisation's operations for the personal purposes of the saboteur by creating unfavourable publicity, embarrassment, delays in production, damage to property, the destruction of working relationships, or the harming of employees or customers" (Ambrose, Seabright & Schminke, 2002:94). Ambrose *et al.* (2002:94) identified five possible motives for sabotage: powerlessness, frustration, facilitation of work, boredom/fun and injustice. These motives, and how they relate to travel policy violation, are discussed below.

Powerlessness comes from the feeling of having no freedom. Sabotage due to the feeling of powerlessness is done in an attempt to regain some sort of control or the feeling of control (Ambrose *et al.*, 2002:94). If an employee complains about the conditions under which they have to travel, and the travel manager does not pay attention to the complaints, they might feel powerless and attempt to book outside of the guidelines of the travel policy, simply to regain the feeling of control.

Organisational frustration refers to when an employee feels that something is keeping them from reaching their goal or maintaining their performance within an organisation (Ambrose *et al.*, 2002:94). This frustration will drive an employee towards sabotage. For example, if the travel policy states that an employee has to stay at a specific hotel, and the hotel happens to have no WiFi, the employee will feel that he/she cannot conduct their business at the hotel and will thus book at another accommodation establishment that offers WiFi.

Facilitation of work sabotage occurs when an employee tries to make his/her work activities easier to complete (Ambrose *et al.*, 2002:94). If an employee has to, for example, work while flying to the business trip destination, he/she might book a ticket on business class as there will be more space than in economy class, for him/her to conduct their work and complete their work before they arrive at their destination.

Employees might engage in sabotage due to the fact that they are **bored** or they simply want to entertain themselves (Ambrose *et al.*, 2002:94). If a travel policy states that employees are not allowed to consume alcohol whilst on a business trip, an employee might break this policy rule as he/she might get bored alone at the hotel, after working hours, and order some drinks or go out for a drink.

Injustice refers to when an employee feels that he/she has been treated unfairly by his or her organisation (Ambrose *et al.*, 2002:94). When an employee, for example, feels underpaid by an organisation, they are more inclined to steal from the company, as they only find this behaviour to be fair. Douglas (2008:110) found that corporate travellers are spending extra money on their business trips as they feel that their company owes them extra compensation for the inconvenience involved with going on a business trip for their company. Corporate

travel policies often have different rules and regulations for different levels of employees in the organisation (Douglas, 2008:111). For example, the travel policy might stipulate that all managers can stay in 5-star accommodation establishments while on a business trip, however, lower ranked employees can only stay at a 3-star accommodation establishment. This could be seen as organisational injustice by the lower-ranked employee, and could thus lead to non-compliance (Douglas, 2008:111).

3.4 PERSONAL RELATED FACTORS LEADING TO CORPORATE TRAVEL POLICY NON-COMPLIANCE

The personal related factors that may lead to corporate travel policy violation include factors such as the traveller's individual morality, the self-interest actions of a traveller, whether he/she is satisfied with his/her job, personal life and business trip conditions and employee deviance (Douglas, 2008:112).

3.4.1 The traveller's individual morality

Douglas (2008:112) found that an employee's ethical values are a significant element that will determine if an employee will comply with the travel policy or not. Ethical ideology refers to "a system of ethics used to make moral judgements, which offers guidelines for judging and resolving behaviour that may be ethically questionable" (VanMeter, Grisaffe, Chonko & Roberts 2013:95). There are two basic factors that make up a person's ethical ideology: relativism and idealism (VanMeter *et al.*, 2013:95). Relativism refers to the degree to which people avoid common moral rules, norms or laws when making moral judgements (VanMeter *et al.*, 2013:95). For example, if the travel policy states that corporate travellers should not spend more than R500 a day on food while on a business trip, and the traveller avoids this rule by spending R600 a day on food, thinking that it is only R100 extra and it won't harm the company. Idealism refers to the degree to which people naturally look for ways to avoid hurting others and how this inherent rightness determines behaviour (VanMeter *et al.*, 2013:95). For example, if the corporate traveller wants to save money for their organisation and books him or herself into a cheap hotel that might not be as safe as the hotel stipulated within the travel policy. There are various reasons as to why an employee lies to the organisation. Some employees are pathological liars, who do not need any reason to lie;

other employees lie because a manager instructed them to do so. For example, if the policy states that employees are not allowed to claim for alcohol reimbursement, however, a manager instructs an employee to have a drink with them for lunch while on the business trip and claim it back later. Other employees lie as revenge for some conflict that might have occurred between the employee and the company (Douglas, 2008:112). For example, as mentioned before, if an employee did not get a raise from the company, they might spend more money on their business trip as stipulated in the travel policy, as a form of revenge against the company.

3.4.2 Employee deviance

Robinson and Bennett (1995:556) define employee deviance as “voluntary behaviour that violates significant organisational norms and in so doing threatens the wellbeing of an organisation, its members or both”. Douglas (2008:124) found that employee deviance can occur due to an individual’s own characteristics such as low moral values, or it can occur in certain situations where employees might try and justify the behaviour, for example, being treated unfairly by the organisation. Thus, in the context of corporate travel policy non-compliance, when an employee knowingly violates the corporate travel policy for no obvious reason, it is regarded as employee deviance (Douglas, 2008:120).

3.4.3 The self-interest actions of a traveller

Unethical behaviour occurs when this behaviour benefits the employee (Douglas, 2008:113). Employees tend to act in a self-interested manner when it comes to service, seat comfort and their frequent flyer programmes. Business travel is often associated with prestige, high social status and self-identity (Gustafson, 2013:26). Gustafson (2013:26) found that numerous travellers are violating the corporate travel policies due to their desire to fly business class instead of economy class and to use airlines and hotels that are of a higher status. When employees feel that the travel policy does not cater to their needs on a business trip, they will break the rules of the policy to suit their needs. For example, Douglas (2008:113) found that if corporate travellers have good experiences at a certain hotel group, they will continue to book their business trips at that specific hotel regardless of what the rules in the travel policy stipulate.

3.4.4 The employee's satisfaction with his/her job, personal life and travel environment

Douglas (2008:118) postulate that travellers are more likely to comply with the travel policy if they are happy in their personal life, satisfied with their jobs and when their needs are met while on a business trip.

- **Personal (life) satisfaction**

According to Myers (2016), happy people generally have four important traits. Firstly, happy people like themselves and thus have high self-esteem. A study conducted by the University of Michigan showed that the best predictor of life satisfaction was not satisfaction with one's family situation, the number of friends a person has or their income, but rather satisfaction with oneself (Myers, 2016). People who are happy with who they are and accept themselves feel good about themselves and life in general. Secondly, happy people are very optimistic about life. These individuals see the "glass of life" as half full rather than half empty. Studies conducted by Harvard University showed that optimistic people are also healthier than pessimistic people. Having a pessimistic outlook on life makes people more vulnerable to illness (Myers, 2016). Thirdly, happy people are very social and outgoing people and are thus extroverts. Extroverts are generally more cheerful and friendly (Myers, 2016). Finally, happy people believe they have control over their lives and therefore their futures. These individuals control their own lives and according to the University of Michigan, this is the ultimate predictor of positive feelings of well-being (Myers, 2016). Thus, if a corporate traveller has high self-esteem, is optimistic about life, an extrovert and believes he/she has control over his or her life, this corporate traveller is more likely to be happy with his/her personal life and is thus more likely to comply with the corporate travel policy.

- **Job satisfaction**

Locke in (Gazioglu & Tansel, 2006:1164) defines job satisfaction as "an individual's subjective valuation of different aspects of their job." Higher job satisfaction can be the result of low expectations or due to dissatisfying aspects of the job being toned down

while enjoyable aspects are being hyped up (Gazioglu & Tansel, 2006:1164). When an employee is dissatisfied with his/her job, they might take out this anger on the employer by breaking the travel policy, thus costing the company money (Douglas, 2008:118). Gazioglu and Tansel (2006:1170) found that the following aspects have an influence on job satisfaction: men are less satisfied with various aspects of their jobs than woman, younger and older employees are more satisfied with their jobs than middle-aged employees, better educated employees are less satisfied with their jobs than employees with no or few qualifications, good personal health increases job satisfaction, higher income increases job satisfaction, long working hours reduces job satisfaction, employees who work for large establishments are less satisfied with their jobs, employees who are part of a Union are less satisfied with their jobs than non-union members, perceived job security increases job satisfaction and employees in managerial positions are more satisfied with their jobs than sales employees. According to the Business Insider (2014), satisfied employees have the following traits in organisations: they like socialising, they ask questions, they volunteer for new tasks, they care about their appearance, they are punctual, they put effort into their work, they offer assistance to project team members and are interested in growing with the organisation. Employers can keep their employees happy by, for example, installing well-defined breaks, shorter commutes, granting deserved vacation times, by socialising with their employees and being an effective leader (Business Insider, 2014). Frequent corporate travel has various positive implications for travellers such as escaping everyday responsibilities at home and at work and having experiences of variety, novelty, thrill and personal development (Gustafson, 2014:65). Corporate travel also provides travellers with exciting career opportunities, a better social and professional status and a better understanding of a diverse range of cultures (Beaverstock *et al.*, 2009:196). However, corporate travel also has numerous negative consequences for travellers. According to Gustafson (2014:65), corporate travel can cause a lot of stress for employees. Employers can thus keep their employees happy by showing their appreciation by, for example, sending the corporate travellers and their family members on a short holiday at the end of each working year. Additionally, Beaverstock *et al.* (2009:196) identified four main areas of the negative consequences of corporate travel. Firstly, corporate travel can have physical consequences for travellers (Beaverstock *et al.*, 2009:196). A lot of corporate travellers have to fly economy class when going on a business trip. Sitting in an uncomfortable environment

such as economy class, together with the possibility of jetlag with international business trips, can result in physical and mental fatigue. If the travel policy states that corporate travellers have to fly economy class, corporate travellers might break this rule and book business class in order to be more comfortable. The second consequence of corporate travel is the increased amount of stress a traveller has to endure (Beaverstock *et al.*, 2009:196). According to a study conducted by the Barclay card Business Traveller Survey in 2005, the main concern for travellers going on a business trip was the stress associated with working while travelling and being away from home (Beaverstock *et al.*, 2009:196). Organisations should, therefore, try and reduce this stress by for example allowing corporate travellers to fly business or first class with long haul flights so that they can sleep and work comfortably on the flight or not letting the corporate traveller stay away from home for more than a week. Thirdly, travellers are concerned with their safety and security while on a business trip. This particular concern can range from anything between an extreme example such as being kidnapped to losing corporate data due to insecure internet connections (Beaverstock *et al.*, 2009:196). Organisations can reduce this stress by clearly defining the safety and security guidelines within the travel policy. Lastly, travellers are stressed when they have to spend time away from home (Beaverstock *et al.*, 2009:196). This is especially the case when a corporate traveller has children. These travellers do not only have to stress about arranging care for their children while they are away, but they also stress about the impact it has on their children when they, as mothers or fathers, are away from their children for extended periods of time (Beaverstock *et al.*, 2009:196).

- **Travel needs**

When employees go on a business trip they consider the following tangible needs as important: available technology to stay up to date with their work, on-time performance from airlines, comfort and good service from an airline, being more productive on a business trip and accommodation safety and security (Douglas, 2008:119).

Further to the accommodation needs of corporate travellers while on a business trip, Fawzy (2010:145) found that the following aspects are the most important for corporate travellers when selecting a hotel: security and safety of room, quality of bathroom facilities, cleanliness of room, efficient check-in/out services, quality of food and

beverage services and courteous, well-mannered staff. Other important aspects are the availability of business facilities on the premises (including WiFi), comfortable mattress and pillow, accurate wake-up calls, accurate information provided and flexible hours of food and beverage facilities (Fawzy, 2010:145).

With regard to airline services, Fourie and Lubbe (2006:100) found that the following elements are the three most important elements for corporate travellers when selecting an airline: seat comfort, the schedule/frequency of trips and the price of the air ticket. Other important elements included pre-seating options, low cancellation charges, airport lounge facilities, frequent flyer programmes, business class options, in-flight meals and drinks, the method of payment and in-flight entertainment (Fourie & Lubbe, 2006:100). CitiCar (2018) recently found that in-flight WiFi, more leg space, skipping the queue or online check-in facilities, loyalty programmes and arriving and departing on time are some of the important services airlines should provide in order to satisfy the needs of corporate travellers.

3.5 CONCLUSION

In this chapter, the main areas of non-compliance have been identified, which are travel approval procedures, meals and entertainment expenditure, car rental expenditure, accommodation expenditure and airline expenditure (Lubbe, 2003:316). It was also found that the factors leading to corporate travel policy non-compliance can be categorised into corporate related factors and personal related factors. The corporate related factors refer to those factors that the traveller has limited control over, which include content and communication of the policy, policy control measures, business ethics and organisational injustice (Douglas, 2008:99). Personal related factors are those factors that the traveller can control which include the traveller's individual morality, the self-interest actions of a traveller, whether he/she is satisfied with his/her job, personal life and business trip conditions and employee deviance (Douglas, 2008:112).

However, it has been noted in the literature and in industry sources that some of these main areas of non-compliance and the factors leading to corporate travel policy non-compliance, might differ between different generations in the workplace (American Express, 2016,

Expedia, 2013, Forbes, 2015, Gustafson, 2012, Lirio, 2014, Twenge & Campbell, 2007 and VanMeter *et al.*, 2013).

The following chapter will clearly define what is meant by the term generation and look at the different characteristics of different generations in the workplace.

CHAPTER 4: MANAGING DIFFERENT GENERATIONS IN THE WORKPLACE

4.1 INTRODUCTION

The workforce today consists of three generations: the Baby Boomers, Generation X and Generation Y (Benckendorff *et al.*, 2010:29). With all these different generations present in the workplace, the work values of these generations might be different, which could result in tensions in the workforce (Srinivasan, 2012:53). According to Twenge and Campbell (2007:862), one of the more challenging changes that occur in the workplace, is when new and younger employees enter the workplace. This is due to the fact that the younger generation (Generation Y) are vastly different from the generations before them (Twenge & Campbell 2007:862). Managers who make an effort to understand the deeper generational differences in their workplace will be more successful in the long run as they will be able to find ways in which they can accommodate all these differences (Twenge & Campbell 2007:873). According to Twenge and Campbell (2007:864), various managers are attempting to understand the different characteristics of the different generations in the workplace and are adjusting their organisational structures and policies in order to manage these different generations more successful.

Chapter four clearly defines the term “generation” and identifies the two perspectives from which generations can be studied. It identifies the different generations in the workplace today and discusses how these generations differ in terms of work values and in terms of their travel needs. Furthermore, this chapter provides information from some industry sources that discuss how different generations are violating the corporate travel policy. Since the literature on corporate travel is scarce (Lenz, Gewald & Coccorullo, 2015:1411) and it mostly covers topics such as the volume of corporate travel, factors leading to corporate travel policy violation, how destinations or suppliers can attract corporate travellers and not how different generations are violating the corporate travel policy (Lenz *et al.*, 2015:1411) it is necessary to cover multiple sources such as academic journals, practitioner journals, as well as internet industry sources.

4.2 DEFINING THE TERM “GENERATION”

A generation can be defined as “a group of individuals born within the same historical and social-cultural context, who experience the same formative experiences and develop unifying commonalities” (Lyons & Kuron 2014:14). There has been great controversy in the literature regarding what makes up a generational group. Is a generational group made up of people who share the same birth years? Or is a generational group made up of people who share common backgrounds and historical events? According to Lyons and Kuron (2014:140), research on different generations in the social sciences has been based on two different perspectives: the “cohort” perspective and the “social forces” or “generational theory” perspective. The cohort perspective simply views generations as groups of people who are born in a specific period in time (Lyons & Kuron, 2014:140). When researchers use this approach, they try to bring “empirical precision to the ambiguous constructs of generations.” When using the cohort perspective, generational groups are represented objectively as a demographic cohort, who are observable and who “experience the same event within the same time interval” (Lyons & Kuron, 2014:140).

Mannheim (in Parry & Urwin 2011:81) on the other hand state that people cannot form part of the same generation simply because of the year they were born in. Mannheim feels strongly that in order for a person to form part of a generational group, those people have to share certain common experiences so that a strong bond is created and so that they share similar identities (Mannheim in Parry & Urwin, 2011:81). The social forces perspective looks at generations as “inter-related and multi-dimensional social groups that are shaped based on the flow of history” (Lyons & Kuron 2014:14). This theory relates to a group of people who have common political, social and historical experiences. These experiences are great influencers of ethical values (VanMeter *et al.*, 2013:95).

As mentioned in the introduction to this study, Lyons and Kuron (2014:141) found that almost all past researchers, conducting studies on generational differences in the workplace, have used the cohort perspective. Due to the fact that this study is based on previous studies, a cohort perspective will be adopted. Various sources used in this study, comparing different generational groups, have also adopted the cohort perspective. These studies include

Hansen and Leuty (2012), Kapoor and Solomon (2011), Kim *et al.* (2015), Krahn and Galambos (2014) and Twenge and Campbell (2007).

There is very little research conducted on comparing the characteristics of generations in South Africa and generations in other third world countries. According to Mosupyo (2014:55), historical events that define different cohorts are unique to a country. Many countries may have the same global defining events, however, the impact of these events can be vastly different for each country. However, Mosupyo (2014:55) found that various researchers agree on the characteristics of different generations. Thus, the characteristics of different generations can be generalised across nations. There are also numerous industry sources used in this literature review that identifies the characteristics of South African generations (Van der Walt & du Plessis, 2010, Jonck *et al.*, 2017 and Collingridge, 2016). Even though South Africa has a great mix of different races, cultures, languages and “ethnic bonds” (SA History, 2017), the characteristics identified by these sources are not much different from the characteristics described by other international sources.

Although there is not a consensus with regard to the exact years of each generation, there are currently three generations in the workplace: the Baby Boomers, born between the 1940s – and mid-1960s; Generation X (also known as Gen Xers), born between the late-1960s – mid-1980s; and Generation Y (also known as Millennials or Echo Boomers), born between the mid-1980s – late-1990s (Lyons & Kuron, 2014:142). Table 4.1 identifies the different birth dates of generations in different countries.

Table 4.1: Categories of generations according to birthdates in different countries

Generation	USA	UK	Australia	South Africa
Baby Boomers	1946-1959	1946-1965	1943-1960	1950-1969
Generation X	1960-1978	1966-7984	1960-1980	1970-1989
Generation Y	1981-2000	1985-2001	1980-2000	1990-2005

Source: Van der Walt and du Plessis, 2010:5

The Baby Boomer generation, also known as the “flower children”, is perhaps the most influential generation in history (Ryback, 2016). As the economy recovered after World War

2 and the Great Depression, these Baby Boomers were born and were thus the largest generation the world has ever seen (Hansen & Leuty, 2012:35). This generation was forced to compete for resources and opportunities and therefore they always strive to be the best. Due to the fact that they were raised in a time where the world's economy was booming, they are very optimistic and responsible for many social movements (Hansen & Leuty, 2012:35).

Generation X, also known as the lost generation or Gen Xers, is the generation that is stuck between two big generations namely the Baby Boomers and Generation Y (Ryback, 2016). This is the first generation that grew up with two working parents or with a single divorced parent (Ryback, 2016). Therefore, they were forced to take care of themselves which resulted in them being independent, adaptable and resilient (Hansen & Leuty, 2012:36). Family is very important for Generation X, therefore, they value work-life balance (Hansen & Leuty, 2012:36).

Generation Y is also known as Millennials, the narcissistic tech gurus, Echo Boomers and the Me Me Me Generation (Kapoor & Solomon, 2011:310 and Ryback, 2016). This generation was raised with technology and therefore they embrace technology and are very comfortable with change. They communicate through the means of social media and text messaging and expect instant feedback and acknowledgement. This generation values immediate gratification and is constantly looking for opportunities to excel (Kapoor & Solomon, 2011:310). Generation Ys are confident and entitled, however, they are also known to be more depressed and have poor communication skills (Kapoor & Solomon, 2011:310 and Ryback, 2016).

In this research study, the generational groups will be categorised according to Van der Walt and du Plessis' (2010) South African classification. For the remainder of the study, the terms that will be used to identify the three generations will be the Baby Boomers, Generation X and Generation Y.

Today, managers have come to the realisation that younger employees are vastly different than the employees hired before them (Twenge & Campbell 2007:862). In today's workforce change is inevitable, and according to Twenge and Campbell (2007:862), one of the more difficult changes for employers occurs when they hire new employees, who are much younger than the generations who first entered the workforce. The aim of this study is to ascertain

whether these differences between generations in the workplace are also evident in terms of their corporate travel policy compliance. It can, therefore, be hypothesised that:

H_{1(alt)}: Generations differ in terms of their level of non-compliance with the corporate travel policy.

4.3 DIFFERENCES BETWEEN GENERATIONS IN TERMS OF THE CORPORATE RELATED FACTORS AFFECTING TRAVEL POLICY COMPLIANCE

As identified in the previous chapter, corporate related factors refer to those factors that the traveller has limited control over, which include content and communication of the policy, policy control measures, business ethics and organisational injustice (Douglas, 2008:99). How these factors differ between different generations in the workplace are discussed below.

With regard to the **content and communication** of the travel policy, American Express (2016) states that Baby Boomers have a better understanding of their organisation's travel policies than Generation Y corporate travellers. However, as mentioned in chapter three, in order for a corporate travel policy to be successful, it is crucial that it contains three elements: clarity, communication *and* senior management commitment (Douglas, 2008:99). If senior managers (older employees – likely to be Generation X) lead by example and follow the travel policy rules, it will be easier for travel managers to enforce the policy on lower ranked employees (younger employees, likely to be Generation Y) (Gustafson, 2012:27), but according to Gustafson (2012:27) one of the main challenges for travel managers is gaining support from senior managers. Thus, if senior management (Generation X) breaches the policy, Generation Y will be more likely to also breach the policy. Furthermore, it was found that Generation Y employees are far more narcissistic and have higher self-esteem than the generations before them and this leads to these young employees having different perceptions of an actual employee contract (Twenge & Campbell 2007:864). In terms of corporate travel policy compliance, Generation Y might have different perceptions and expectations of the corporate travel policy. Thus, if the organisation does not deliver on these perceived expectations, the employee might unintentionally break the corporate travel policy.

Therefore, a comprehensive, clear travel policy that is communicated well to corporate travellers will increase travel policy compliance, whereas an unclear, grey policy that is not communicated to travellers will lead to policy non-compliance. It could thus be hypothesised that:

H_{2a(alt)}: Generations differ with regard to their levels of agreement in terms of the content and communication of the travel policy influencing corporate travel policy compliance.

Most organisations make use of custom-designed self-booking systems as a **control measurement**. Travel managers and corporate travel management companies make use of this system to track and measure travel policy compliance and to see if there are any problem areas (Douglas & Lubbe, 2009:108). However, this tool is only effective if the employees are actually willing to use it. Forbes (2015) identified that when a company's technological tools are too slow for Generation Y, or if the company's online booking tools do not give them enough options, this generation might use their own technological tools and online tools to make their bookings outside of the corporate policy rules. Generation X employees value the ability to easily make any changes to their bookings and to be able to make bookings directly on a supplier's website (Sheivachman, 2016). If they are not provided with this opportunity on the company's self-booking tool, they might also revert back to their own technological tools and make their bookings themselves. Thus, if corporate travellers do not use the self-booking systems mandated by the company to control travel behaviour, the company's control might be limited. Older generations (Baby Boomers) are much more comfortable with expense reporting policies and procedures and do not have any problems with keeping track of their receipts (Collingridge, 2016). This generation might, therefore, be less likely to violate the travel policy procedures as they are comfortable with the expense reporting control measures set out by the company.

In essence, the presence of policy control measures will increase travel policy compliance, while a lack of policy control measures could cause policy non-compliance. It could thus be hypothesised that:

H_{2b(alt)}: Generations differ with regard to their levels of agreement in terms of a lack of control measures influencing corporate travel policy compliance.

As mentioned before, even though an organisation is not always the cause of an employee's unethical behaviour, the **business ethics** of the organisation and the unethical behaviour of the employee are not completely independent (Douglas & Lubbe, 2009:101). According to Douglas (2008:106), the ethics of the organisation is influenced by the corporate culture. An organisation's corporate culture can greatly affect the travel policy compliance rate of older generations such as the Baby Boomer generation. As mentioned, within an organisation's corporate culture, lie certain social norms. If an employee breaks these social norms, colleagues might shun him/her. Twenge and Campbell (2007:869) identified that throughout the years there has been a significant decrease in the need for social approval. Thus, the corporate culture of an organisation might not be enough motivation for a Generation Y employee to comply with the travel policy. On the other hand, the Baby Boomer generation cares more about what their colleagues think of them than the younger generations. If the norm of the organisation is to follow the travel policy and abide by its rules, the Baby Boomer generation will follow this social norm.

It is thus evident that the perceived lack of business ethics will lead to policy non-compliance, conversely, travellers who work for an organisation with a high level of business ethics are likely to comply with the policy. It can, therefore, be hypothesised that:

H_{2c(alt)}: Generations differ with regard to their levels of perceived business ethics influencing corporate travel policy compliance.

When employees feel that there are certain **injustices** in their organisation, they tend to look for any opportunity to improve their own conditions or status at the organisation's expense (Douglas, 2008:110). This might lead to sabotaging the organisation in some way. It is particularly problematic for managers to keep young employees satisfied as these employees (Generation Y) have extremely high expectations of their workplace and they have demands such as to do work that is meaningful, to receive constructive and constant feedback and to have an influential position within the organisation (Twenge & Campbell, 2007:865). If Generation Y employees, for example, feel under-valued by their organisation, they might book business class tickets for their business trips, or spend more money while on the business trip, to compensate themselves.

Therefore, if employees perceive that there are certain injustices within the organisation, it might lead to corporate travel policy non-compliance. It can thus be hypothesised that:

H_{2d(alt)}: Generations differ with regard to their levels of perceived organisational injustices influencing corporate travel policy compliance.

4.4 DIFFERENCES BETWEEN GENERATIONS IN TERMS OF THE PERSONAL RELATED FACTORS AFFECTING TRAVEL POLICY COMPLIANCE

The previous chapter identified a number of personal-related factors affecting policy compliance. Personal related factors are those factors that the traveller can control which include the traveller's individual morality, the self-interest actions of a traveller, whether he/she is satisfied with his/her job, personal life and business trip conditions and employee deviance (Douglas, 2008:112). How these factors differ between different generations in the workplace are discussed below.

Douglas (2008:112) found that an employee's **moral** values are a significant element that will determine if an employee will comply with the travel policy or not. Furthermore, **employee deviance** can occur due to an individual's own characteristics such as low moral values, or it can occur in certain situations where employees might try and justify the behaviour, for example, being treated unfairly by the organisation (Douglas, 2008:124). VanMeter *et al.* (2013:95) found that in a study conducted by World of Work in 2008 42% of the Generation Y respondents to that study, saw themselves as being unethical people. Additionally, Twenge and Campbell (2007:869) found that younger employees are less likely to take responsibility for their own wrongdoings and would rather blame others and circumstances for the things that go wrong. Due to the fact that Generation Y employees see themselves as being unethical, and the fact that they cannot take responsibility for their own mistakes, and thus blame the organisation for these mistakes, this generation is more likely to conduct deviant behaviour. Generation Y grew up with their parents constantly dealing with conflicts on their behalf. As a result, they grew up to be confident individuals that believe that they are always right, are extremely motivated and focused on their goals, and will do anything to achieve

these goals (VanMeter *et al.*, 2013:95). Unethical behaviour is also linked to frequent flyer programmes. If an employee is a member of a particular airline's loyalty programme, he/she might prefer to fly with that airline, in order to accumulate more points even though it might be more expensive than the airlines prescribed in the travel policy (Douglas, 2008:112). According to a study conducted by Expedia (2013), Generation Y employees are far more likely to take advantage of their loyalty points on a business trip than the generations before them. Furthermore, it was found that Generation Y tends to not get along with co-workers, they lack empathy and struggle to consider someone else's perspective (Twenge & Campbell 2007:864). This might lead to Generation Y employees not considering their organisation's perspective of trying to save on travel costs when it comes to business trips.

As seen above, if corporate travellers have a great desire to engage in deviant behaviour for no obvious reason, they are more likely to violate the travel policy. Additionally, if a corporate traveller has low morals, it might lead to them violating the corporate travel policy. However, if they have high moral values, corporate travellers will be less likely to violate the travel policy. It can thus be hypothesised that:

H_{3a(alt)}: Generations differ with regard to their levels of individual morality influencing corporate travel policy compliance.

H_{3b(alt)}: Generations differ with regard to their levels of employee deviance influencing corporate travel policy compliance.

As mentioned, unethical behaviour occurs when this behaviour benefits the employee (Douglas, 2008:113). Acting in a **self-interested** manner is, again, particularly problematic when it comes to Generation Y corporate travellers. A study conducted by the online travel agency, Expedia (2013), revealed that Generation Y corporate travellers were more comfortable with spending their company's money while travelling. Forty-two percent of this generation, compared to the twenty-six percent of the generation before them, admitted that they would spend more of their company's money on high-end meals than they would if they were using their own money (Expedia, 2013). On the other hand, the Baby Boomer generation is very aware of their social status and demand that suppliers notice this "superior" status. They thus tend to book their flights on first class seats, demand priority check-ins,

access to business lounges, preferred seating on their flights and they want to be chauffeured driven (American Express, 2016).

As seen above, the more corporate travellers tend to only think about their own interests, the more likely they are to break the rules of the corporate travel policy. It can thus be hypothesised that:

H_{3c(alt)}: Generations differ with regard to their levels of self-interest actions influencing corporate travel policy compliance.

As mentioned above, travellers tend to comply with the travel policy more when they are **satisfied with their work environment**. One of the major stress factors when it comes to corporate travel is balancing one's family and work responsibilities (Lirio, 2014:116). Lirio (2014:116) found that one in four fathers are dissatisfied with their work-life balance due to their travel-related work demands. These employees are increasingly asking for better travel schedules, to take their wives or children with them on the business trip or more flexibility from their companies in terms of work-life balance (Lirio, 2014:116). It was found that Generation X is very family orientated and are thus more likely than the Baby Boomer generation to extend their business trip for leisure and invite their family members with them (Collingridge, 2016). Furthermore, Generation Y is more likely to turn their business trip in a bleisure trip (American Express, 2016). This might be problematic in terms of travel policy compliance, as travellers might use their organisation's money to pay for leisure activities or put themselves in danger while doing these leisure activities, which will be problematic for an organisation's duty of care.

Based on the discussion in section 3.4.4 and the findings in the previous paragraph, it is evident that the happier corporate travellers are in their jobs, in their personal lives and while on a business trip, the less likely they are to violate the travel policy. However, if these corporate travellers are unhappy in these aspects of their lives, they might be more likely to violate the travel policy. It can thus be hypothesised that:

H_{3d(alt)}: Generations differ with regard to their levels of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.

H_{3e(alt)}: Generations differ with regard to their levels of agreement in terms of job satisfaction influencing corporate travel policy compliance.

H_{3f(alt)}: Generations differ with regard to their levels of agreement in terms of life satisfaction influencing corporate travel policy compliance.

As seen in the sections above, Douglas (2008) identified various corporate and personal related factors that could lead to different generations violating the corporate travel policy. However, according to PhocusWire (2018), if there is one segment of the travel industry that is constantly changing, it is corporate travel. In the past, corporate travellers just wanted to get to their destination as efficiently as possible, attend their meetings, sleep in a comfortable hotel and return safely (PhocusWire, 2018). This is still the case, however, the elements in each of these stages of the business trip are changing. Today, corporate travellers want to change their business trip into a bleisure trip, they want to choose their own ground transportation such as Uber, they want to book their own airline ticket and seat and some travellers want to stay in shared accommodation facilities such as Airbnb. The biggest cause of change in this industry is technology (Ostdick, 2017). Today, TMCs are offering their clients mobile applications that the corporate traveller can use to book his/her trip, communicate with their travel manager or track expenses, a complete digitised purchasing process for corporate travellers who do not have the time to deal with traditional paper documents and advanced travel Enterprise Resource Planning (ERP) systems that assist corporate travellers to make any changes to their bookings quickly and efficiently (Ostdick, 2017). The main drivers behind all these changes in the corporate travel industry are Generation Y corporate travellers, however, this is not the only generation responsible for all the changes (PhocusWire, 2018). Corporate travellers' travel behaviours across all generations are changing (PhocusWire, 2018). Due to the fact that the corporate travel industry has changed in the last 11 years since Douglas' (2008) study, other factors that could lead to different generations violating the corporate travel policy were also identified in the literature. Two additional factors, which have not been identified before, that could have an influence on a traveller's policy compliance, are work values and travel needs. The extent to which these factors influence policy compliance is also expected to differ between the generations in the workplace. As these work values and travel needs are based on the corporate travellers' personal characteristics which the company has no control over, they can be classified under the personal related factors leading to corporate travel policy compliance.

4.5 WORK VALUES OF DIFFERENT GENERATIONS AND HOW IT MIGHT AFFECT TRAVEL POLICY COMPLIANCE

Twenge and Campbell (2007:864) identified three psychological differences between younger and older employees in the workplace. Firstly, younger generations have higher self-esteem and are more narcissistic than the generations before them. Narcissism is not always a good trade to have when working for an organisation. Even though these employees are confident workers, they tend to not get along with co-workers for they lack empathy and struggle to consider someone else's perspective (Twenge & Campbell 2007:864). These employees also tend to take more risks than less confident employees. This might lead to these younger employees taking risks while on their corporate travel trips. With an increase in self-esteem and narcissism come higher expectations of the workplace (Twenge & Campbell 2007:864). When younger employees feel that they are not given what was promised to them they tend to leave. Due to the high self-esteem and narcissistic trait of younger employees, they tend to have a different perception of the actual employee contract (Twenge & Campbell 2007:864). Therefore, if the organisation does not deliver on these perceived expectations, the employee might unintentionally breach the employee contract. This might also be the case if an employee has a different perception of the rules and guidelines set out in a corporate travel policy. Managers are thus putting in a great amount of effort to sit down with the employees to discuss their expectations and to regularly discuss their progress (Twenge & Campbell 2007:864).

Secondly, throughout the years there has been a significant decrease in the need for social approval (Twenge & Campbell 2007:869). This means that younger employees have an intense dislike of conformity and they are more likely to take greater risks as they are rewarded to come up with unique ideas that are different from the traditional way of doing things (Twenge & Campbell 2007:869). Organisations are thus moving away from "rigid procedures and restricted control over work procedures" (Twenge & Campbell 2007:869). This can also be implemented with organisations' corporate travel policies. On the other hand, older employees might break travel policy rules by, for example, booking first class seats with airlines in order to satisfy their need for social approval.

Finally, younger generations have become increasingly “external in their control of beliefs” (Twenge & Campbell 2007:869). This means that younger employees are less likely to take responsibility for their own wrongdoings and would rather blame others and circumstances for the things that go wrong. People who are external in their control are more satisfied in their work environment when they receive support from their organisations (Twenge & Campbell, 2007:869). Numerous organisations found that their younger employees responded positively to their policies and practices when managers listen to the needs of these employees and offer them support (Twenge & Campbell 2007:862).

Twenge and Campbell (2007) explained how younger employees can have different psychological characteristics than the generations before them. To further highlight the differences between generations in the workplace, Kapoor and Solomon (2011), also identified the different work values of the different generations in the workplace. Super (in Hansen & Leuty, 2012:36) defines work values as “an objective, either a psychological state, a relationship, or material condition, that one seeks to attain.”

After World War 2 and the Great Depression, there was a significant increase in the number of births around the world. This made the Baby Boomer generation the largest generation in history (Hansen & Leuty, 2012:35). Because of the large number of people within this cohort, Baby Boomers were forced to be competitive to obtain resources and opportunities. This generation strives to get ahead, they value material success and they want to be seen as individuals (Hansen & Leuty, 2012:35). This is a very optimistic generation, who are often known for being workaholics, who value their careers and they look for the true meaning of their lives from their work (Angeline, 2011:250). According to Berkup (2014:220), Baby Boomers “live to work” and have great respect for hierarchy and authority in the workplace. Baby Boomers value teamwork, as they believe that it will assist them in achieving their personal goals (Berkup, 2014:220). It might, therefore, be unlikely that this generation would violate the corporate travel policy, as they have too much respect for their organisations and managers. However, according to Berkup (2014:220), Baby Boomers are motivated by monetary awards to gain prestige and status. Therefore, because they value status, they might violate the corporate travel policy by, for example, booking first-class airline tickets when the policy stipulates they can only book economy class. From a South African perspective, Jonck *et al.* (2017:8) conducted a study regarding the differences in work values of different generations. They found that of all three generations, work values were the most

important for the Baby Boomer Generation. The most important work values for this generation were: “aesthetics, altruism, authority, creativity, economic rewards, physical prowess, prestige, risk, social interaction, social relationships and agreeable working conditions” (Jonck *et al.*, 2017:8).

According to Hansen and Leuty (2012:35), Generation X individuals witnessed many negative events while growing up, such as the Persian Gulf War, increase in crime, divorce rates as well as the spreading of AIDS. Due to this, Generation X is highly cynical and critical individuals (Hansen & Leuty, 2012:35). This generation grew up with the start of television and the media which resulted in them being more exposed to world events and pop culture (Hansen & Leuty, 2012:35). The parents of this generation were the first to both have to work and as a result, left the children at home alone where they had to learn to take care of themselves. The individuals within this generation are thus independent, adaptable and resilient (Hansen & Leuty, 2012:35). Generation X grew up witnessing their parents get laid off from work, having more debt and having dishonest leaders, therefore, they tend to be more self-reliant and independent and question authority (Kapoor & Solomon, 2011:309). This might result in this generation wanting to make all their booking arrangements themselves and they might question all the rules and procedures in the corporate travel policy. Generation X values the balance between work and family (Berkup, 2014:221). Where the Baby Boomer’s philosophy is “live to work” Generation X’s philosophy is “work to live”. They are therefore less likely to sacrifice their personal life for their company. Generation X learnt from their parents that even though company rules are followed, it does not guarantee a job. This generation, therefore, does not like bureaucracy and rules (Angeline, 2011:250). In fact, Berkup (2014:221) states that Generation X is motivated at work when their employees offer them an option to “forget the rules and do it yourself”. A strict company-orientated corporate travel policy might thus lead to this generation violating the travel policy. Jonck *et al.* (2017:8) found that for South African Generation X employees, work values were the least important. This generation only found three work values important to them, namely, “physical activity, social interaction and spirituality” (Jonck *et al.*, 2017:8).

Krahn and Galambos (2014:95) found that Generation Y individuals were brought up with the belief that it is absolutely necessary to have a degree (education higher than matric) in order to obtain a successful job. There was thus an increase in the number of students studying further after school, however, most of these students did not get those great job opportunities

they were hoping for (Krahn & Galambos, 2014:95). A study conducted in Norway found that there were some negative mental health effects for Generation Y, due to this generation's unmet occupational aspirations (Krahn & Galambos, 2014:95). This resulted in Generation Y high school and college students feeling entitled to and demanding immediate rewards without putting in the hard work to obtain these rewards (Krahn & Galambos, 2014:95). Generation Y embrace technology as they grew up with it and are thus very comfortable with change (Kapoor & Solomon, 2011:309). This generation communicates via social networks and text messaging, expecting quick feedback and acknowledgement, and they are sometimes blamed for having weak communication and problem-solving skills (Kapoor & Solomon, 2011:309). The need for instant feedback and acknowledgement results in this generation being extremely impatient (Berkup, 2014:221). According to Angeline (2011:251), Generation Y employees do not like inflexible work schedules and strict policies and procedures that are controlling. Generation Y expect their managers to listen to their ideas and provide timeous feedback for their achievements (Angeline, 2011:251). Therefore, if a Generation Y employee provides feedback on the travel policy and the travel manager does not listen to or implement these ideas, it might lead to this employee violating the travel policy. Furthermore, this group of employees expect their managers to understand their needs and to care for their well-being (Angeline, 2011:251). If a Generation Y corporate traveller has to stay in a hotel that does not meet his/her needs, he/she might break the rules of the travel policy and book him/herself into a hotel that better suits his/her needs. Similar to Generation X, Generation Y might thus be more likely to violate a high control travel policy. According to Jonck *et al.* (2017:8), South African Generation Y employees do not find work values as important as the Baby Boomer generation however they find it more important than Generation X. For Generation Y "authority, creativity, cultural identity, economic security, risk and social relationships" are the most important work values (Jonck *et al.*, 2017:8).

Based on the preceding discussion, it could be hypothesised that:

H_{3g(alt)}: Generations differ with regard to their levels of agreement in terms of work values influencing corporate travel policy compliance.

4.6 TRAVEL NEEDS OF DIFFERENT GENERATIONS AFFECTING TRAVEL POLICY COMPLIANCE

Kim *et al.* (2015:278) highlight the difference between different generations' travel needs and their resultant behaviour. Kim *et al.* (2015:278) found that among the different generations, the Baby Boomer generation is the most lucrative travel market. This generation is much more satisfied with their overall corporate travel experience than younger generations. They are comfortable with expense reporting policies and procedures and do not have any problems with keeping track of their receipts (Collingridge, 2016). Perhaps due to the fact that this generation is the most lucrative generation, they will be less inclined to spend more of their company's money on a business trip. If this generation wants to spend more money on the luxurious aspects of a business trip, they can spend their own money as they have enough. However, on the other side, Collingridge (2016) found that African Baby Boomer corporate travellers prefer to fly business or first class with priority check-in, access to business lounges, preferential seating on aeroplanes and to be chauffeur driven. When making their bookings, Baby Boomers want more control over the buying process (Benckendorff *et al.*, 2010:29). This generation might thus also want to take control and make the booking decisions when it comes to their business trips. Furthermore, Baby Boomers tend to stay on a business trip only as long as it is necessary (Collingridge, 2016). Thus, this generation might not spend too much money on a business trip as they will not be there long enough.

Generation X travellers are now in their peak earning years and are spending much more on their trips than the generation before them (Kim *et al.*, 2015:278). This generation wants advertisements to convince them that products are safe, reliable and will make their life easier (Benckendorff *et al.*, 2010:29). For Generation X premium quality is an important characteristic when choosing a tourism product (Benckendorff *et al.*, 2010:29). This might lead to this generation selecting business class seats on airlines or more expensive and luxurious accommodation on their business trips. Another important aspect for Generation X corporate travellers is the ability to easily make any changes to their bookings and to be able to make bookings directly on a supplier's website (Sheivachman, 2016). In fact, these abilities are valued more by Generation X corporate travellers than having more options available for them to choose from (Sheivachman, 2016). If an organisation thus forces their employees to

make their bookings with particular suppliers, these suppliers should provide the option for travellers to easily make changes to their bookings (Sheivachman, 2016). If this is not the case, Generation X travellers might break the travel policy and not follow the stipulated booking channels. This generation is very family orientated and is thus more likely to extend their business trip for leisure and invite their family members with them (Collingridge, 2016). In contrast to Baby Boomers, South African Generation X corporate travellers tend to extend their business trips. After their work has been completed on a business trip, this generation wants to relax. They prefer accommodation establishments to include breakfast and at the end of a busy day, they want to sit back, relax and enjoy a drink (Collingridge, 2016).

Generation Y are currently spending the least on leisure travel due to the fact that they have the lowest household income (Kim *et al.*, 2015:278). However, it is predicted that by the year 2020, Generation Y will be the biggest spending generation and the overall impact of this generation will increase beyond the impact of the Baby Boomer generation. This generation is known as the Internet-savvy generation and has more opportunities and platforms to do a lot of shopping (Kim *et al.*, 2015:278). They are very comfortable with e-commerce, are used to having multiple options to choose from and know how to find the correct information of each purchasing option (Benckendorff *et al.*, 2010:29). This generation is thus the most independent decision-makers when it comes to choosing tourism products (Benckendorff *et al.*, 2010:29). When a company's technological tools are too slow for this generation, or if the company's online booking tools do not give them enough options to choose from, this generation might use their own technological tools and online tools to make their bookings outside of the corporate travel policy rules (Forbes, 2015). Generation Y corporate travellers are also very social and use social media platforms such as Facebook, Twitter and LinkedIn to meet up with their friends or business associates while on a business trip (American Express, 2016). This generation is also more likely to turn their business trip into a bleisure trip. This might be problematic in terms of travel policy compliance, as travellers might use their organisation's money to pay for these leisure activities or put themselves in danger while doing these leisure activities, which will be problematic for an organisation's duty of care. However, unlike the South African Baby Boomer generation, Generation Y corporate travellers are much more comfortable using sharing economy such as Uber to drive them around and they do not mind flying economy class or with low-cost airlines such as Mango (Collingridge, 2016).

It could thus be hypothesised that:

H_{3h(alt)}: Generations differ with regard to their levels of agreement in terms of travel needs influencing corporate travel policy compliance.

4.7 DEVELOPING THE HYPOTHESES AND CONCEPTUAL MODEL

From the literature review, it became clear that travel policy non-compliance is a serious challenge for organisations, and that the levels of non-compliance could differ between the generations in the workplace (chapter 4, section 4). It was thus hypothesised that:

H_{1(alt)}: Generations differ in terms of their level of non-compliance with the corporate travel policy.

The literature review then identified a number of corporate and personal related factors that could lead to policy non-compliance, based on the work of Douglas (2008). The corporate related factors are those factors that the corporate traveller has no control over. These factors are content and communication of the policy, policy control measures, business ethics and organisational injustice. The personal related factors are those factors that the corporate traveller can control. These factors are the traveller's individual morality, the self-interest actions of a traveller, whether he/she is satisfied with his/her job, personal life and business trip conditions and employee deviance. While conducting the literature review it became evident that additional factors could lead to policy non-compliance and that these could differ between generations. The additional factors identified were work values and travel needs. Since employees have control over these two factors, they were categorised as personal related factors. It was thus hypothesised that:

H_{2a(alt)}: Generations differ with regard to their levels of agreement in terms of the content and communication of the travel policy influencing corporate travel policy.

H_{2b(alt)}: Generations differ with regard to their levels of agreement in terms of a lack of control measures influencing corporate travel policy compliance that has an influence on travel policy compliance.

H_{2c(alt)}: Generations differ with regard to their levels of perceived business ethics influencing corporate travel policy compliance.

H_{2d(alt)}: Generations differ with regard to their levels of perceived organisational injustices influencing corporate travel policy compliance.

H_{3a(alt)}: Generations differ with regard to their levels of individual morality influencing corporate travel policy compliance.

H_{3b(alt)}: Generations differ with regard to their levels of employee deviance influencing corporate travel policy compliance.

H_{3c(alt)}: Generations differ with regard to their levels of self-interest actions influencing corporate travel policy compliance.

H_{3d(alt)}: Generations differ with regard to their levels of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.

H_{3e(alt)}: Generations differ with regard to their levels of agreement in terms of job satisfaction influencing corporate travel policy compliance.

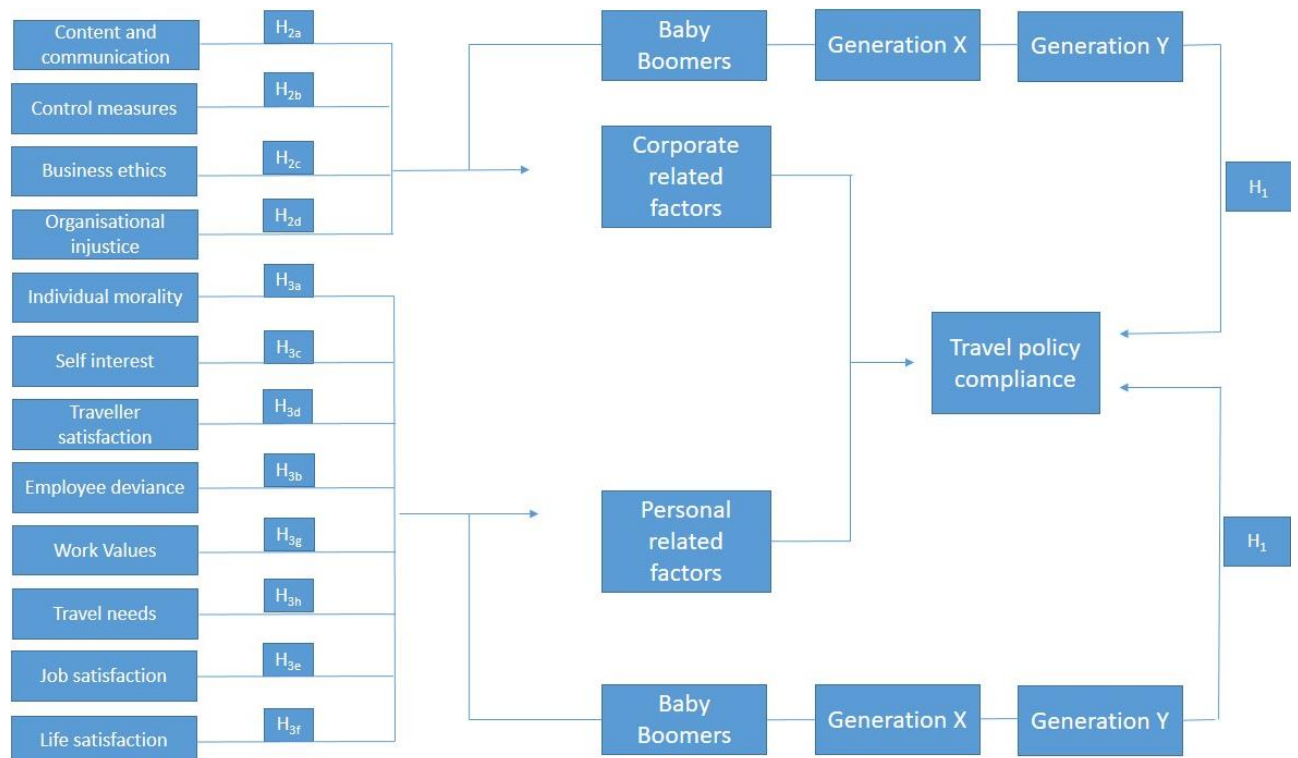
H_{3f(alt)}: Generations differ with regard to their levels of agreement in terms of life satisfaction influencing corporate travel policy compliance.

H_{3g(alt)}: Generations differ with regard to their levels of agreement in terms of work values influencing corporate travel policy compliance.

H_{3h(alt)}: Generations differ with regard to their levels of agreement in terms of travel needs influencing corporate travel policy compliance.

Figure 4.1 illustrates the conceptual model with the factors (constructs) that will be measured in the empirical phase. Furthermore, the model depicts the relationships that exist between the factors leading to corporate travel policy compliance, and the different generations in the workplace.

Figure 4.1: Conceptual model



Source: Author

4.8 CONCLUSION

Chapter four clearly defined what is meant by “generation” and what the different generational groups are in the workplace today. It also provided a better understanding of how these groups differ in terms of work values and travel needs. Furthermore, this chapter provided some industry examples with regard to the corporate and personal related factors leading to different generations violating the corporate travel policy and also identified work values and travel needs as personal related factors that could lead to corporate travel policy non-compliance.

Understanding these differences between generations is important as travel managers rely on feedback from the corporate travellers to know if the corporate travel policy is satisfying their needs. The chapter concluded with a conceptual model, identifying the key constructs and explaining the relationships between them. These constructs and the relationships between them will be measured in the empirical phase.

Chapter five provides an in-depth view of the research design and methods.

CHAPTER 5: RESEARCH DESIGN AND METHODS

5.1 INTRODUCTION

In this chapter, an in-depth view of the research paradigm is provided. The strategy of enquiry, the target population and units of analysis of the study, the sampling method, the sample size, the data collection method, the data analysis methods and the reliability and validity tests are discussed.

5.2 RESEARCH PARADIGM

According to Wagner *et al.* (2012:52), a research paradigm reflects a researcher's view of what represents truth and knowledge. These views are guidelines for a researcher's way of thinking, his/her beliefs and assumptions, not only about society but also themselves (Wagner *et al.*, 2012:52). These views ultimately, embrace everything regarding how people view the world around them. Particular paradigms are associated with three particular philosophical assumptions: what reality is; how we know what we know; and ethics and value systems (Wagner *et al.*, 2012:51). The correct terminology for these assumptions is respectively, ontology, epistemology and axiology. These elements of the paradigm will determine how a researcher views his/her research problem, how he/she will investigate this problem and what methods he/she will use to answer the specific research questions or to achieve the specific research objectives of his/her study (Wagner *et al.*, 2012:51). There are five different paradigms a researcher can adopt in his or her study. The **Positivism paradigm**, suggests that the only way to establish truth and objective reality, scientific methods, techniques and procedures must be done (Wagner *et al.*, 2012:55). **Constructivists/Interpretivists** believe that reality cannot only be measured by scientific methods, as it is limited to "context, space, time and individuals or groups in a given situation" (Wagner *et al.*, 2012:56). Reality can therefore not be generalised. The **Transformative/Emancipatory paradigm**, suggests that the previously mentioned paradigms were developed by white male scholars and they are only based on studying male subjects (Wagner *et al.*, 2012:57). Therefore, researchers who adopt this paradigm believe that reality is "historically bound" and due to social, political, cultural and power-based factors,

reality is constantly changing. The **Postcolonial indigenous paradigm** focussed on “the shared aspects of ontology, epistemology and research methodologies of disempowered or historically oppressed social groups” (Wagner *et al.*, 2012:58).

The specific research paradigm adopted for this study is **Post-positivism**. According to Wagner *et al.* (2012:53), Post-positivism stems from the belief that although a researcher devotedly adheres to a scientific method of doing research, the outcome of the research cannot be completely objective or undoubtedly certain. According to Wagner *et al.* (2012:55), the assumption of the nature of reality, knowledge and values for a Post-positivist is as follows:

- **Ontology:** Post-positivists acknowledge that reality does exist, however, this reality can only be known imperfectly due to the limitation that is the human nature of the researcher. This is also known as critical realism.
- **Epistemology:** Post-positivists believe that although “perfect objectivity” is approachable, it can ultimately not be achieved. The research approaches typically used to achieve the objectives of a research study are quantitative and include experimental, quasi-experimental, correlational, causal-comparative and survey designs. Post-positivists mainly collect their data by using questionnaires, observations, tests and experiments.
- **Axiology:** Post-positivists believe that the researcher and the subject of the study are independent. However, they also recognise that the theories, hypotheses and prior knowledge of the researcher, can have a great influence on what is observed, how it is observed and what the outcome of the observation will be.

This Post-positivist view is selected for this specific study, due to the fact that the objectives of the study can be achieved by collecting quantitative data from corporate travellers. The researcher understands that the answers of the respondents of this study are not the only reality for corporate travellers and it is not 100% perfect due to the fact that the units of analysis are human, and humans are imperfect.

5.3 STRATEGY OF ENQUIRY

The inquiry strategy and the general characteristics of this study can be described by six factors, which are all discussed below.

This is an empirical study. According to Babbie and Mouton (2001:75), an empirical study refers to all research studies where the researcher obtains all new data or where the researcher re-examines existing data which was previously collected for another study or purpose. Non-empirical studies, on the other hand, refers to when a researcher attempts to answer questions regarding the “meaning of scientific concepts, trends in scholarship or the nature of existing theories or theoretical perspectives” (Babbie & Mouton, 2001:75). This is all done without collecting new data from new sources of data or by re-examining existing data. In this study, a literature review is firstly done, then, based on the findings in the literature, a questionnaire is designed and new data from new sources of data is collected.

In terms of basic or applied research, this study will be based on basic research. According to Wagner *et al.* (2012:8), basic research tests different theories that give clarification as to how the world functions, or generates new theories. This is the cornerstone of social knowledge. The goal of applied research is to provide solutions to specific problems in the world (Wagner *et al.*, 2012:8). The end results of these research studies help researchers or managers to make specific decisions and it has a practical use. The purpose of this particular study is not to solve a specific problem, but rather to test different theories in terms of corporate travel policy violation, to provide clarity as to why travellers violate their corporate travel policies and to identify if there are any differences in these reasons between different generations in the workplace.

The design of this study is cross-sectional. Cross-sectional designs refer to those studies where the researcher collects data only at one point in time (Burns & Burns, 2008:84). Longitudinal designs refer to those studies where the researcher collects data at several places in several different times to chart any changes. With this study, data is collected over a certain time period, however only in that particular time period and not again at another time.

This will be a non-experimental study. According to Cooper and Schindler (2001:136), when a researcher attempts to control or manipulate the variables of a study, it is an experimental study. This type of design is used when a researcher wants to find out if certain variables can have an effect or impact on other variables (Cooper & Schindler, 2001:136). With non-experimental studies, the researcher has no control over the variables, therefore, the researcher cannot manipulate the variables (Cooper & Schindler, 2001:136). The researcher can therefore only report what has or is happening. In this particular study, the researcher has no control over the variables and can therefore not manipulate any of the variables in the study.

The type of data that is collected in this study is primary data. Primary data is collected with the purpose of solving a particular problem and to achieve the research objectives (Berndt & Petzer, 2011:42). The results of this study are not based on data collected for previous research studies but rather on the data the researcher obtained from the primary sources of data.

Finally, this will be a quantitative study. According to Wagner *et al.* (2012:8), a quantitative research design “collects information in the form of numbers. Data is used to describe or explain social phenomena, determine relationships between variables and look for cause and effect.” A qualitative research method, on the other hand, collects information in the form of words (Wagner *et al.*, 2012:8). In this particular study, information is collected from respondents in the form of numbers. As mentioned before, this research study is based on the study conducted by Douglas (2008). In her study, she used qualitative and quantitative research methods (Douglas, 2008:11). By using in-depth interviews and a qualitative Delphi technique, Douglas (2008:133) was able to identify the possible factors that might lead to travel policy non-compliance according to the travel managers’ and TMC’s point of view. The purpose of her quantitative method was to obtain information such as the percentage of non-compliance with the travel policy and the extent to which certain factors influence policy compliance (Douglas, 2008:11). It is therefore not necessary for this study to include a qualitative method as possible factors that lead to policy non-compliance have already been identified by Douglas (2008) and additional possible factors were also identified in the literature review of this study. However, to identify the factors leading to policy non-compliance and to measure if these factors differ between different generations in the

workplace the researcher has to use a quantitative method such as a questionnaire, to obtain this information.

5.4 SAMPLING

5.4.1 Target population, context, units of analysis and sources of data

The target population for this research study includes corporate travellers, between the ages of 18 and 65, who travel for business purposes at least once a year. To find a sample for this research study, the Africa Business Travel Association (ABTA) was approached to provide a list of their member companies that might be willing to participate in the study. Five companies contact details were provided. These companies were asked for permission to distribute the online questionnaire to their corporate travellers (A copy of this e-mail can be found in Appendix B). Of these five companies, only one company (that wants to remain anonymous) gave permission for the online questionnaire to be distributed to their corporate travellers. Various other companies were then approached through the researcher's personal contacts, to ask for permission to distribute the online questionnaire to their corporate travellers. Two companies; Colgate Palmolive and Capricorn Investment Group gave permission (these permission letters can be found in Appendix C). After one month the researcher did not receive a sufficient number of online questionnaires. The researcher then approached personal contacts and asked them to complete the online questionnaire with the requirement being that they travel for business purposes at least once a year and that their organisations have travel policies in place. The geographical area in which the researcher approached this sample was South Africa. The sources of data are thus the employees from these companies in South Africa. The unit of analysis for this study is thus corporate travellers between the ages of 18-65 who travel for business purposes at least once a year on behalf of a company with a travel policy in place.

5.4.2 Sampling method

The sampling method that is used in this study is a non-probability method, where the probability of individuals to be included in the study cannot be calculated (Wagner *et al.*, 2012:92). The specific non-probability sampling method used is convenience sampling. Convenience sampling is used when a researcher collects data from sources of the target

population, who are readily available and willing to complete questionnaires (Wagner *et al.*, 2012:92). The main reason for using this specific sampling method is due to the fact that the researcher does not have an exact list of how many corporate travellers there are in South Africa or who these corporate travellers are. Therefore, a probability sampling method cannot be used. Furthermore, the researcher does not have an exact list of the percentage of different age groups of corporate travellers in South Africa. Therefore, quota sampling cannot be conducted. A big limitation of any non-probability sampling method is the fact that the sample is often not representative of the wider population. This is due to the fact that the probability of any respondent to be included in the sample cannot be calculated. There are even some individuals who will have no chance of being selected at all (Wagner *et al.*, 2012:92). Wagner *et al.* (2012:92) however highlight the fact that even though probability sampling methods are more representative of the wider population, it is not always possible due to time, budget or practical constraints. In this case, researchers should try and eliminate sources of bias as far as possible. In this study, every effort was made to obtain the same amount of completed questionnaires from different generations in the workplace. The companies that were approached in this research study had employees from all three generations. Thus, there was an acceptable amount of responses from Generation Y, Generation X and the Baby Boomer generations.

5.4.3 Sample size

After distributing the online questionnaire to the various companies and corporate travellers, a total of 205 questionnaires were received and analysed. This is a sufficient amount of questionnaires as it allowed the researcher to conduct all the necessary data analysis techniques needed to test the hypotheses of the study.

5.5 DATA COLLECTION

As mentioned in the strategy of enquiry section, the type of data that is collected for this study is primary data. The researcher collected the data from corporate travellers by distributing online questionnaires, via e-mail, with the use of an online survey tool called Qualtrics. The questionnaire was sent out on 1 April 2018, a reminder was sent to all the companies one

month later, the data collection process concluded on 28 May 2018 and finally, the data analysis process started on 1 June 2018.

The questionnaire that is used in this study (including the combined letter of introduction and consent) is attached as Appendix A. This questionnaire is adapted from the questionnaire of Douglas (2008). Some of the questions that are not relevant to this study have been removed and additional questions, based on the literature review, have been added. Table 5.1 provides an overview of the layout of the questionnaire used in this study. This table identifies the question numbers that measure the specific constructs, what scale was used to measure the construct, what objective the question is measuring and the source of the scales used. Questions 1 and 2 were used as screening questions to ascertain whether the respondent has made at least one domestic or international business trip in the last 12 months and to ascertain whether the respondent's organisation has a corporate travel policy in place. If the respondent answered "no" to either of these two questions, the online questionnaire automatically took the respondents to the end of the questionnaire, where they were thanked for their time.

Table 5.1: Layout of the questionnaire with constructs and objectives measured

Construct	Question number	Scale	Objective measured	Scale source
Demographics	Q3 – 9	Q3, Q6 and Q7: Nominal scale. Q4, Q5, Q8 and Q9; Open ended question ratio scale		Douglas (2008)
Propensity to comply with the travel policy	Q10-12 & 27	Q10: Ordinal scale Q11: Open-ended question ratio scale. Q12: Ordinal scale (1=Never, 2= Some of the time, 3= Most of the time, 4= All of the time and 5=No policy guidelines). Q 27: Open-ended question ratio scale.	To assess the propensity of corporate travellers to comply with their organisation’s travel policy.	Douglas (2008)
Corporate related factors				
Content and communication	Q13-17	Q13 – 16: Nominal scale Q17: Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree).	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas (2008)
Business ethics	Q18	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree).	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas (2008)
Control Measures	Q19	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree).	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas (2008)
Organisational injustice	Q20	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree).	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas (2008)

Personal related factors				
Individual morality	Q21	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree)	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas and Lubbe, (2009)
Self-Interest	Q22	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree)	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas and Lubbe, (2009)
Employee deviance	Q23	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree)	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas and Lubbe, (2009)
Employee satisfaction Traveller satisfaction Job satisfaction Life satisfaction	Q24 Q25 Q26	Q24 – 26: Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree)	To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace.	Douglas and Lubbe, (2009)
Work values	Q28	Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree)	To identify the characteristics (psychological, work values and travel needs) of different generations in the workplace in the context of policy compliance/non-compliance.	Harvey and Galambos, (2014)
Travel characteristics	Q29-30	Q29: Likert scale (1= Strongly disagree, 2= disagree, 3= Neutral, 4=Agree and 5= Strongly agree) Q30: Likert scale (1=Unimportant, 2= of little importance, 3= of moderate importance, 4=of great importance and 5= of very great importance)	To identify factors that have an influence on travel policy non-compliance.	Fawzy (2010)

Source: Author

The advantages of online surveys include that it is very cost effective since the cost associated with distributing the questionnaires via e-mail are minimal. Completing the questionnaire is not very time consuming and the researchers do not have to be present in order to assist the respondents. This method also allows for greater volumes of data to be gathered over a short period of time (Wagner *et al.*, 2012:101).

Wagner *et al.* (2012:101), states that the disadvantages of this method of data collection are first that the response rate can be low, as the researcher cannot be physically present to motivate the respondents to complete the questionnaire or to provide assistance when the respondents are uncertain with regard to a specific question. This can lead to some questions being answered incorrectly. This has, however, been mitigated by pre-testing the questionnaire with 11 respondents. The majority (80%) of these respondents were female and between the ages of 37 and 53 years old.

Two forms of pre-testing, namely researcher pre-testing and participant pre-testing were used (Cooper & Schindler, 2001:358). Firstly, researcher pre-testing was employed, where a panel consisting of industry experts reviewed the questionnaire. Secondly, a participant pre-testing group was employed. These 11 individuals matched the profile of the target population and were aware that they formed part of the pre-testing group. The pre-testing respondents were asked to provide constructive criticism towards the improvement of the questionnaire. After the researcher received all the pre-test questionnaires back from the sample, the respondents were asked to provide answers to the following questions:

- How long did it take you to complete the questionnaire?
- Were there any words or questions in the questionnaire that you did not understand?
- Did you find that certain questions were repetitive? If so, which questions?
- Were there any questions that were too sensitive that you felt uncomfortable answering?

Based on the responses of the pre-testing sample and of the industry experts, there was no need to make any changes to the questionnaire. The final questionnaire was then sent out to the actual sample.

5.6 DATA ANALYSIS

The data analysis process commenced by capturing all the data on an Excel spreadsheet. The data was then cleaned by eliminating answers that cannot be used and labels and codes were assigned for each question in the questionnaire. These labels and codes, together with the data were captured on a system called Statistical Package for Social Science (SPSS) (version 25.0). The analyses techniques used were: measures of central tendency (mean, median and mode), factor analysis with a Pearson's correlation coefficient, ANOVA test, regression analysis and cross tabulation.

5.6.1 Frequency distribution

A frequency distribution is “an overview of all distinct values in some variable and the number of times they occur” (SPSS tutorials, 2018). Thus, a frequency distribution reveals how frequently certain values are distributed and is usually used for summarising variables categorically. Frequency distributions are particularly useful in analysing data and it assists in identifying any data errors. The frequency distributions are reported in section 6.2 Descriptive statistics.

5.6.2 Measures of central tendency

According to Wagner *et al.* (2012:177), the measures of central tendency uses one number to describe a set of scores a researcher obtains from the data. When using measures of central tendency to analyse data, the researcher is only interested in the most representative score for the data. There are three methods of assessing central tendency:

- The **mean**, also known as the average mark, is calculated to identify the score that is the best representation of the entire set of data.
- The **median** is the middle of the distribution of a set of data.
- The **mode** is the score that occurs most often in a set of data.

The measures of central tendency are used in this study to identify the most answers given by respondents for certain questions, to identify if factors in the factor analysis are normally distributed and to identify the average score of respondents' answers in terms of their level of agreement to certain factors leading to corporate travel policy non-compliance.

5.6.3 Factor analysis

Factor analysis is a statistical method that can be used to examine interrelationships between a large number of variables and to describe these variables in terms of their common underlying factors (Hair, Anderson, Tatham & Black, 1995:16). Thus, factor analysis enables a researcher to group similar variables into factors (StatisticsSolutions, 2017). The main purpose of factor analysis is to find a way of consolidating the information contained in various original variables into a smaller set of factors without losing information (Hair *et al.*, 1995:16). A factor analysis was used to identify whether the different factors leading to corporate travel policy violation between different generations are in fact the same factors as identified in the literature.

5.6.4 Analysis of Variance

According to Burns and Burns (2008:285), ANOVA enables researchers to “test for significant differences between two or more groups as well as look at the interaction of two independent variables on the dependent variable.” This test is therefore appropriate as the researcher wants to compare the answers respondents gave for questions 13 to 30 in the questionnaire, of three groups, which are the different generational groups.

5.6.5 Regression

The type of regression analysis that was used is multiple linear regression. This is one of the most commonly used modelling techniques to establish a relationship between a dependent and one or more independent variables by using a regression line (Ray, 2015). A linear regression analysis was thus conducted to establish whether a relationship exists between policy non-compliance, and various factors leading to policy non-compliance.

5.6.6 Cross-tabulation

Cross-tabulation refers to the comparison of data from two or more groups of variables (Cooper & Schindler, 2001:480). A cross tabulation was conducted to establish whether generations differ in terms of their level of compliance with the corporate travel policy.

5.7 ASSESSING QUALITY

5.7.1 Sources of bias that could influence the research findings

When it comes to email-based online questionnaires, there are numerous errors that can be present. These errors include non-response error, selection error, measurement error and social desirability biasness (Adler & Clark, 2014:104).

A non-response error can occur when the sample that took part in the study differs from the original sample that has been selected (Adler & Clark, 2014:104). This is particularly difficult for the researcher to control as the respondents are anonymous to the researcher. The researcher tried to mitigate this problem by sending the link to the questionnaire to corporate travellers only.

The selection error usually occurs when a sample is selected through the use of non-probability sampling. Certain employees will be more accessible and willing to answer the questionnaire, while others, who are more representative of the population, are not

(Adler & Clark, 2014:104). This error was mitigated by asking managers of the companies to only send the link of the questionnaire to the employees in their company that travel for business purposes. It was, therefore, more likely that these respondents are more representative of the population.

The measurement error occurs when the measurement process takes place. A difference will then occur between the actual information that has been collected and the information that the researcher desires to obtain (Adler & Clark, 2014:105). This measurement error was reduced by firstly pre-testing the questionnaire with a sample of 11 respondents. As mentioned before, two forms of pre-testing, namely researcher pre-testing and participant pre-testing were used. Based on the responses of the pre-testing sample and the industry experts, there was no need to make any changes to the questionnaire. Secondly, the data received went through an extensive sorting and cleaning process to ensure that all the data is captured correctly into the SPSS system.

In the case of this study, social desirability bias can also be a possible error, due to the fact that employees might not want to admit that they sometimes violate their companies' corporate travel policy, as they do not want to get into any trouble with the travel manager. The researcher tried to reduce this bias by ensuring the respondents that there is no way to identify the respondent based on his/her answers.

5.7.2 Reliability and validity

According to Wagner *et al.* (2012:80), reliability refers to "the degree to which an instrument measures a construct the same way each time it is used under the same conditions with the same respondents." Validity, on the other hand, refers to whether the researcher is actually measuring what he/she says he/she is measuring (Wagner *et al.*, 2012:80).

In this study, content validity and internal consistency reliability are conducted to ensure the validity and reliability of the study.

When assessing content validity, a researcher compares the content of the items in his/her measurement tool with the relevant content domain for the construct the researcher is measuring. This can be done by asking experts in the field to examine the measurement tool or by conducting a literature review of the relevant topic (Wagner *et al.*, 2012:81). In this study, the researcher asked her supervisor and a statistician to examine the measurement tool and the researcher conducted a literature review on the particular topic.

Internal consistency measures the degree to which the items within a measuring tool, are measuring the same construct consistently (Wagner *et al.*, 2012:81). When calculating the internal consistency of a measuring tool, it is only necessary to administer the measuring tool once to a single sample. The measure of internal consistency that is used in this study is Cronbach's coefficient Alpha. According to Burns and Burns (2008:417), Cronbach's Alpha is particularly useful when using attitude scales and questionnaires, as the reliability level indicates if the items on the measuring tool are measuring the same construct. Cronbach's Alpha value ranges from 0 to 1. Values that are greater than 0.6 indicate internal consistency reliability that is acceptable (Teo & King in Douglas, 2008:198). Almost all of the calculated Cronbach's Alpha's were greater than the acceptable value of 0.60 for internal consistency reliability. The travel procedures factor had a Cronbach Alpha score of 0.598 which is only 0.002 below the acceptable score. Therefore, it was decided to include this factor in the data analysis. According to Gliem & Gliem (2003:87), a Cronbach's Alpha of greater than 0.8 indicates "good" internal consistency reliability and a Cronbach's Alpha of greater than 0.9 indicates "excellent" internal consistency reliability.

5.8 CONCLUSION

In this chapter, the research paradigm of this study was identified as Post-positivism. This is an empirical study which is based on basic research that is cross-sectional and non-experimental. This study is a quantitative study whereby primary data is collected. The target population for this research study is corporate travellers between the ages of 18 and 65 years, who travel for business purposes at least once a year. Two

hundred and five online questionnaires were collected by making use of the non-probability convenience sampling method. The data analysis that is primarily used in this study includes factor analysis, the measures of central tendency, ANOVA and regression.

This chapter then leads to chapter six, where the results of the research study will be discussed.

CHAPTER 6: RESULTS

6.1 INTRODUCTION

The previous chapter contained a discussion of the research methodology that was used to gather the empirical data required to test the hypotheses in order to meet the objectives of this study, which are:

- To discuss the role of the travel policy in corporate travel management.
- To identify factors that have an influence on travel policy non-compliance.
- To identify the work values and travel needs of different generations in the workplace in the context of travel policy compliance/non-compliance.
- To assess the propensity of corporate travellers to comply with their organisation's travel policy.
- To measure if travel policy compliance differs between generations.
- To investigate whether the factors leading to travel policy non-compliance, differ between the generations in the workplace.

This chapter presents the findings of the empirical research by firstly discussing the results of the descriptive statistics followed by the results of the factor analysis, Pearson's correlation coefficient, the ANOVA test, the regression analysis and the cross tabulation. Finally, this chapter concludes with a discussion of the hypotheses results.

6.2 DESCRIPTIVE STATISTICS

The results of the descriptive statistics are divided into three sections namely, corporate traveller profile, propensity to comply with the travel policy and factors leading to corporate travel policy compliance.

6.2.1 Corporate traveller profile

This section of the questionnaire determined the corporate traveller's position in the company, the industry in which they are employed, how many leisure trips they have taken in the last year, their gender, race, the number of years they have been working at their current organisation and their age. Table 6.1 provides the demographic profile of the respondents. In terms of the corporate travellers' position in the company, it is clear that more than a third of respondents were middle management (36%) while 37% indicated employee (other). Fifteen percent of respondents indicated that they were junior management, whereas the remaining 12% were top management.

Question 4 in the questionnaire was an open-ended question whereby the respondent had to identify the industry he/she is employed in. The results of this question showed 84 different responses. These results might include the same industry, however, spelt differently by the respondent, for example, "Finance" and "Financial". The researcher reviewed all the responses and then grouped the same industries together. The researcher identified the five industries that most corporate travellers are employed in. In Table 6.1 is evident that industries in which most of the corporate travellers are employed in are Fast Moving Consumer Goods (FMCG), finance, marketing, manufacturing and the health industry. The remaining 47.7% labelled as "other" included industries such as sales (5.6%), banking (4.1%), information and technology (4.6%) and retail (2.1%). A more detailed report of these "other" industries can be found in Appendix G.

In question 5, the respondents were asked to identify the number of leisure trips they have taken in the last 12 months. This question was included to find out how experienced respondents were with travelling in general. If someone is an inexperienced traveller, they might for example, be satisfied with only flying economy class and not business class or staying in an Airbnb and not a five-star hotel, as they would not know how big the difference is, hence they would not be likely to break the travel policy to satisfy their travel needs. In Table 6.1 it is evident that most of these corporate travellers are "experienced" travellers as 49.7% of the respondents have

taken 2-4 leisure trips in the last 12 months and 20.1% have taken more than 4 leisure trips in the last 12 months.

Questions 6 - 9 asked the respondents to identify their gender, race, age and the number of years they have been employed at their company. In Table 6.1 it is clear that the largest group of respondents have been working at their companies between four to ten years. There was an even split between male and female respondents, a mix of different ethnic groups and a good split between the different age groups who completed the questionnaire. As identified in the literature the different generational groups in South Africa are Generation Y, born between 1990 and 2005, Generation X, born between 1970 and 1989 and the Baby Boomer Generation, born between 1950 and 1969 (Van der Walt & du Plessis, 2010). Table 6.1 shows that the largest group of respondents were Generation X (48%), the second largest generational group was Generation Y (27%) followed by the Baby Boomer generation (25%).

Table 6.1: Demographic profile of respondents

Demographic profile	Percentage	
Position in the company	Employee (other)	37.0
	Junior management / Supervisor	15.0
	Middle management	36.0
	Top management	12.0
Industry the corporate travellers are employed in	Finance	16.9
	FMCG	17.9
	Health	4.0
	Manufacturing	8.2
	Marketing	9.2
	Other	47.7
Number of leisure trips taken in the last 12 months	0 – 1 Leisure trips	30.2
	2 – 4 Leisure trips	49.7
	More than 4 Leisure trips	20.1
Gender	Male	50.0
	Female	50.0
Ethnicity	African	29.0
	Asian	5.0
	Coloured	6.0
	Indian	14.0
	White	46.0
Number of years employed at the company	1 – 3 Years	34.0
	4 – 10 Years	39.0
	More than 10 Years	27.0
Age group	Generation Y	27.0

	Generation X	48.0
	Baby Boomer	25.0

Source: Author

Due to the fact that there were only 205 respondents in this research study, the researcher compared the demographic profile of this study to other relevant studies. The demographic profiles of Douglas (2008), Jonck *et al.*, (2017) and Van Rooyen (2016) are identified in tables 6.2 – 6.4 below

Table 6.2: Demographic profile of the majority of Douglas' (2008) sample

Demographic profile		Percentage
Position in the company	Middle management	47
Gender	Male	61.0
Number of years employed at the company	More than 10 years	39.0
Age group	Generation X	46.0

Source: Douglas 2008:207

Table 6.3: Demographic profile of the majority of Van Rooyen's (2016) sample

Demographic profile		Percentage
Gender	Male	68.3
Age group	Generation X	33.3

Source: Van Rooyan 2016:73

Table 6.4: Demographic profile of the majority of the Jonck *et al.* 2017 sample

Demographic profile		Percentage
Gender	Female	62.5
Number of years employed at the company	0 – 1 year.	39.0
Age group	Generation Y	51.5

Source: Jonck *et al.* 2017:4

When comparing the demographic profile of this study to the studies reported above, there are only slight differences. Firstly, in this research study, the majority of respondents were employees (other) and in Douglas' study, the majority of respondents were middle management. Secondly, in Douglas' (2008) and in Van Rooyen's (2016) studies, the majority of respondents were male. However, in Jonck *et al.*'s (2017) study there were more female than male respondents and in this study, there were an equal amount of male and female respondents. This is perhaps due to

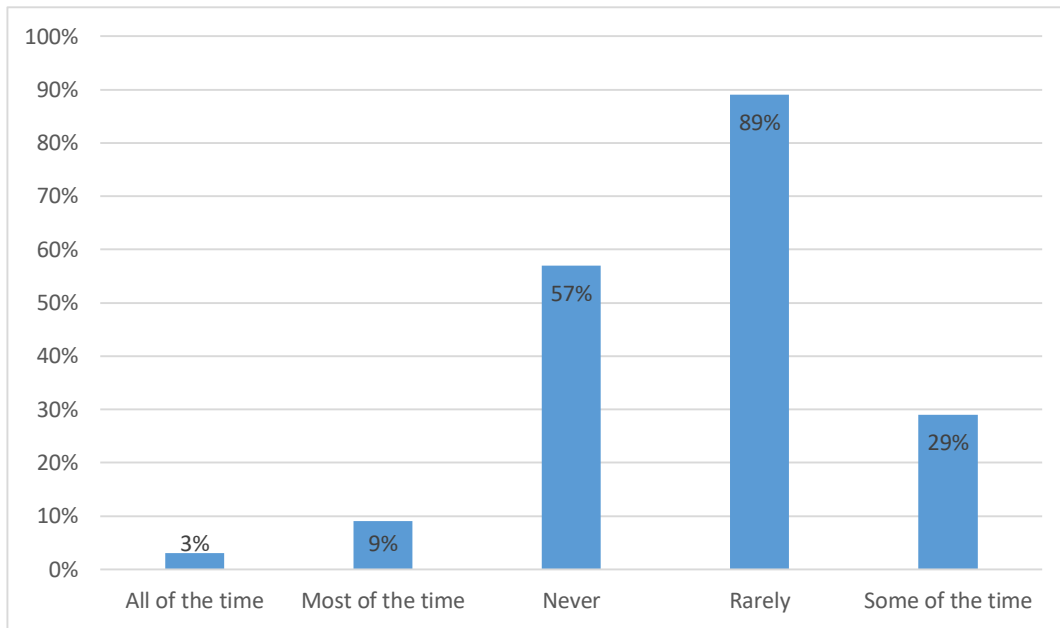
the fact that the female labour force participation rate today is higher than it was ten years ago (Tzvetkova & Oritiz-Ospina, 2017). Finally, the majority of Douglas' respondents were employed more than 10 years and the majority of Jonck *et al.*'s (2017) respondents and this study's respondents were employed between 0 – 1 years and between 4 – 10 years respectively. This might be due to the fact that older employees (employed in the time of Douglas' (2008) study) value their jobs and are not likely to look for other opportunities. Younger employees on the other hand (employed in the time of Jonck *et al.* (2017) and this study) are not afraid to look for other employment opportunities as they believe that each change will lead them to a higher paying position (Angeline, 2011:252).

6.2.2 Propensity to comply with the travel policy

One of the objectives of this research study is to assess the propensity of corporate travellers to comply with their organisation's travel policy. Questions 10, 11 and 12 were thus asked in order to meet the above objective.

Question 10 asked respondents "how frequently do you experience problems in general in complying with the travel policy?" In Figure 6.1, it is clear that only thirty percent of respondents said that they never experience any problems in complying with the travel policy. This is significant since it means that the remaining 70% experienced problems from time to time. Of this 70 %, 48% said that they rarely experience any problems with complying with their organisation's travel policy and 15% said that they sometimes do have problems with complying with the travel policy. Five percent and 2% admitted that they mostly and always have problems with complying with their organisation's travel policy.

Figure 6.1: How frequently corporate travellers find it difficult to comply with the travel policy



Source: Author

According to Douglas (2009:184) and Gill (2018) the average rate of travel policy non-compliance within an organisation, range between 10% and 20%. In Douglas' research study, non-compliance was categorised as per the below:

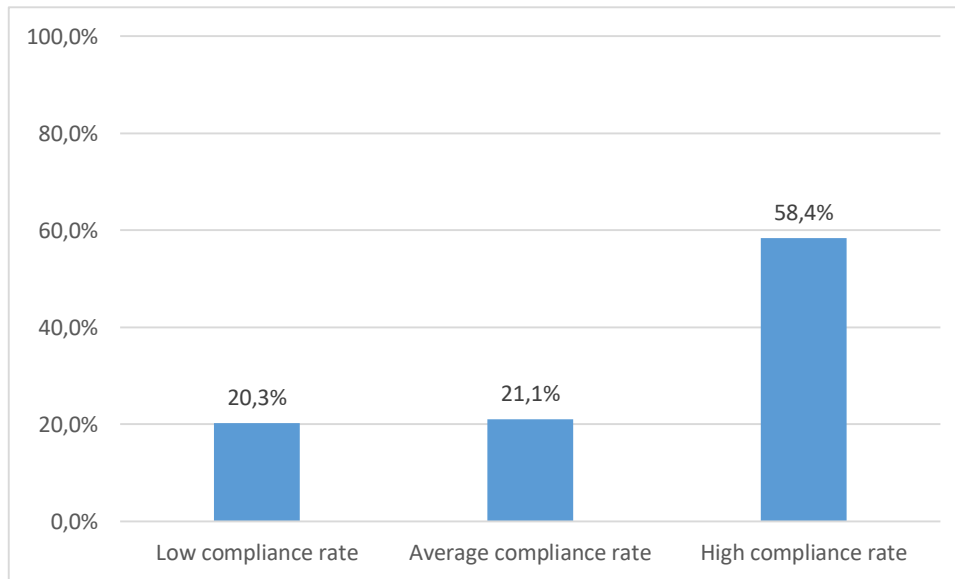
- Category 1: Low compliance rate (0% - 85%).
- Category 2: Average compliance rate (86% - 95%).
- Category 3: High compliance rate (more than 96%).

This research study thus also used the above-mentioned categories for the level of non-compliance.

Question 11 asked travellers "What is your approximate percentage (%) of compliance with the travel policy? (A percentage between 0% = never comply and 100% always comply)".

Figure 6.2 illustrates that less than 60% (58.4%) have a high compliance rate of more than 96%. However, 20.3% and 21.1% of respondents have a low and average compliance rate.

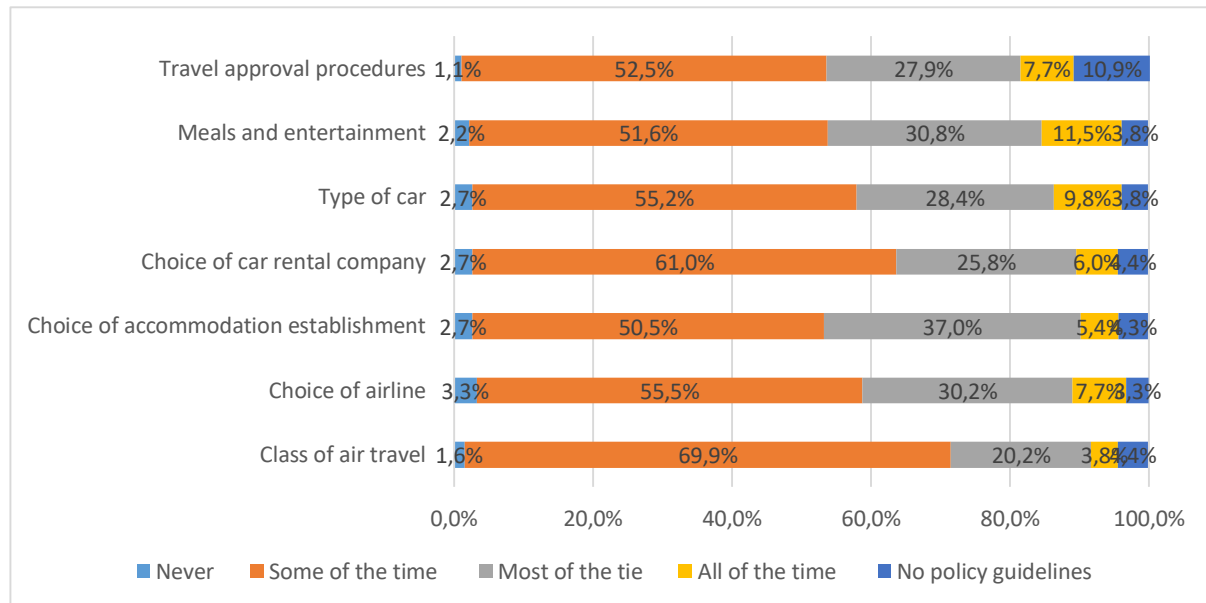
Figure 6.2: Corporate travellers' compliance rate



Source: Author

Question 12 asked travellers to indicate how frequently they find it difficult to comply with the travel policy in the area of class of air travel, choice of airline, choice of accommodation establishment, choice of a car rental company, type of car, meals and entertainment and travel approval procedures. Figure 6.3 shows that between 50.5% and 69.9% of travellers sometimes find it difficult to comply with the travel policy in all the above-mentioned areas. Thirty-seven percent of corporate travellers said that most of the time they find it difficult to comply with the travel policy in the area of choice of accommodation establishment and 11.5% of corporate travellers mentioned that they always find it difficult to comply with the travel policy in the area of meals and entertainment.

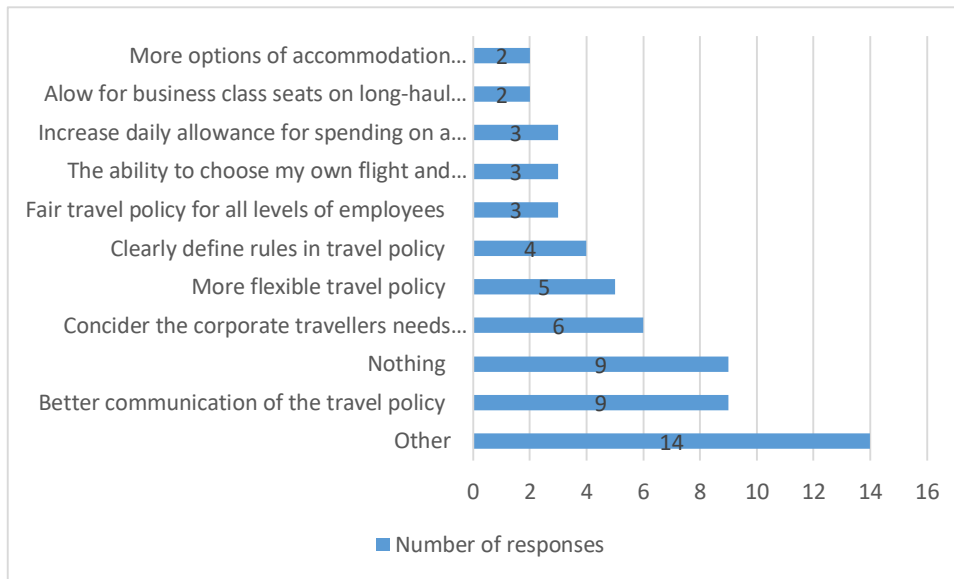
Figure 6.3: Areas in which corporate travellers find it difficult to comply with the travel policy



Source: Author

Question 27 of the questionnaire was an open-ended question which asked respondents to give their opinions on what management can change in the travel policy in order for them to be more policy compliant. In total, there were 60 responses to this question. All similar answers were grouped together and the top ten answers are illustrated in Figure 6.4. Although some respondents were of the opinion that there is nothing management should change to their travel policies (9 responses) others (9 responses) felt that there should be better communication of the travel policy. Corporate travellers also felt that management should consider the travellers' needs when implementing a travel policy (6 responses), the travel policy should be more flexible (5 responses), the rules and procedures should be clearly defined (4 responses), the travel policy should be fair to all levels of employees (3 responses), the travellers should be able to choose their own flights and accommodation (3 responses), the daily allowance for spending should be increased (3 responses), travellers should be able to fly business class for long-haul flights (2 responses) and there should be more options of accommodation establishments and flights to choose from (2 responses). These opinions are quite interesting, as they are in line with some of the factors that lead to corporate travel policy non-compliance such as, the content and communication of the travel policy, traveller satisfaction and inequality of the travel policy.

Figure 6.4: What management can change in the travel policy to make travellers more compliant



Source: Author

6.2.3 Factors leading to corporate travel policy compliance

In the literature, Douglas (2008) identified corporate related factors (content and communication of the policy, policy control measures, business ethics and organisational injustice) and personal related factors (the traveller’s individual morality, the self-interest actions of a traveller, whether he/she is satisfied with his/her job, personal life and business trip conditions and employee deviance) that might lead to corporate travel policy non-compliance. Furthermore, work values and travel needs of different generations were also identified as possible factors that could lead to corporate travel policy non-compliance. For questions 17 – 26 and questions 28-30, Likert scales were used to identify the possible factors leading to corporate travel policy non-compliance. The results of these questions are given below.

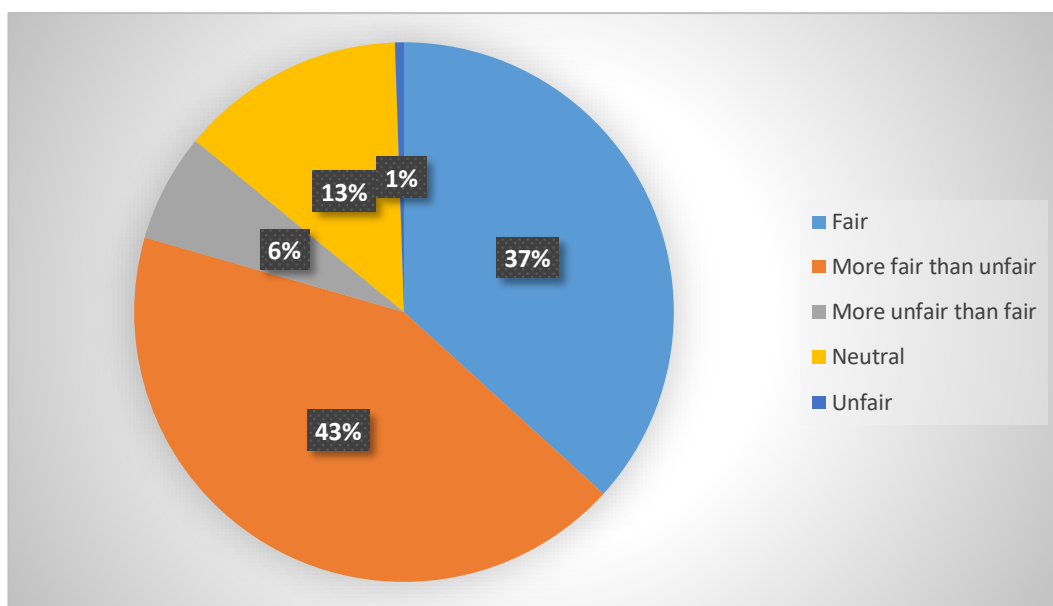
Content and communication of the travel policy

As identified in the literature review, in order for a travel policy to be successful, it is crucial that the content of the travel policy is clear and that the travel policy is communicated effectively. It is difficult for an organisation to enforce a travel policy if travellers find flaws in the policy. However, if a policy is too strict it can also lead to non-compliance. It is also impossible for travellers to comply with the travel policy if they are unaware of the organisation’s travel policy (Douglas, 2008:99). Questions 13

– 17 were thus asked to identify if the corporate travellers feel that their travel policy is fair, what type of travel policy they think their organisation has, how well they understand their organisation’s travel policy, how their organisation’s travel policy is communicated and the content and communication of the travel policy.

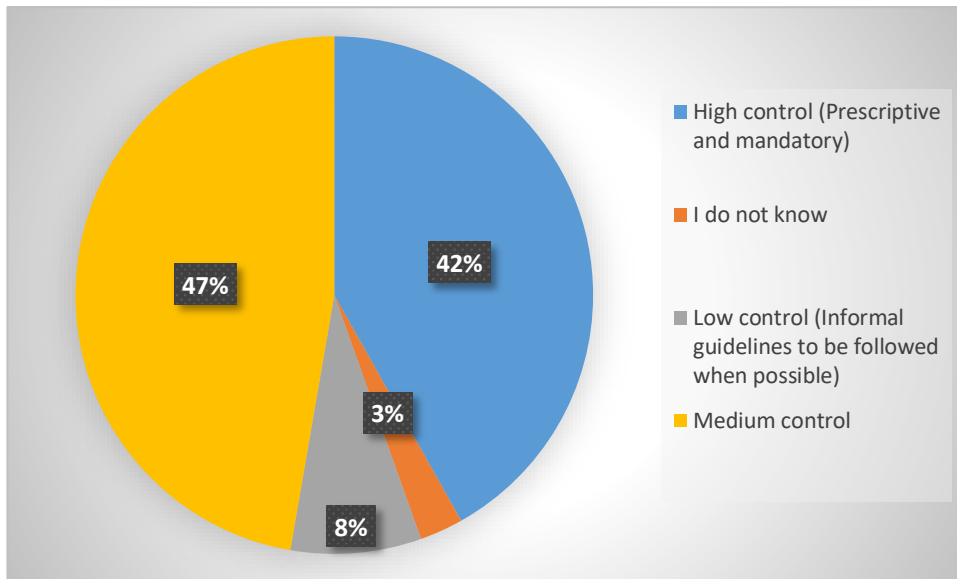
In Figures 6.5 and 6.6, it is clear that most respondents feel that their organisations’ corporate travel policies are more fair than unfair and that these travel policies are of medium (47%) or high (42%) control.

Figure 6.5: How corporate travellers rate their organisation's travel policy



Source: Author

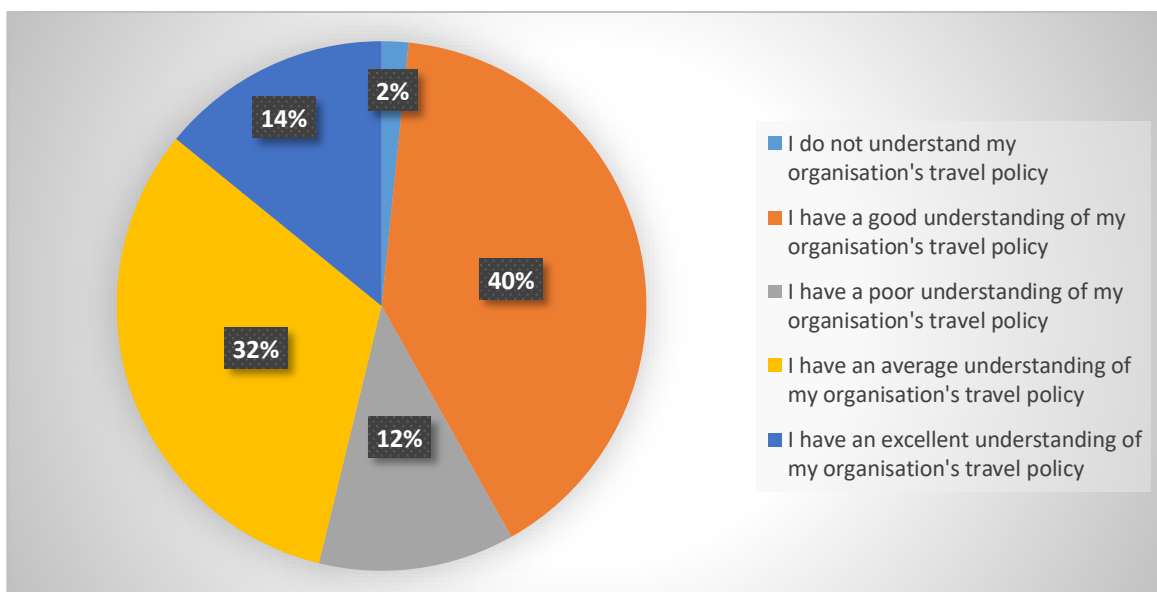
Figure 6.6: The type of travel policy corporate travellers' organisations have



Source: Author

When asked what the respondents' level of understanding of their organisations' travel policies are, Figure 6.7 shows that most travellers said that they have a good (40%) and average (32 %) understanding of the travel policy. Fourteen percent of corporate travellers said that they have an excellent understanding of the travel policy and 12% admitted that they have a poor understanding of the travel policy.

Figure 6.7: Corporate travellers' level of understanding of the travel policy

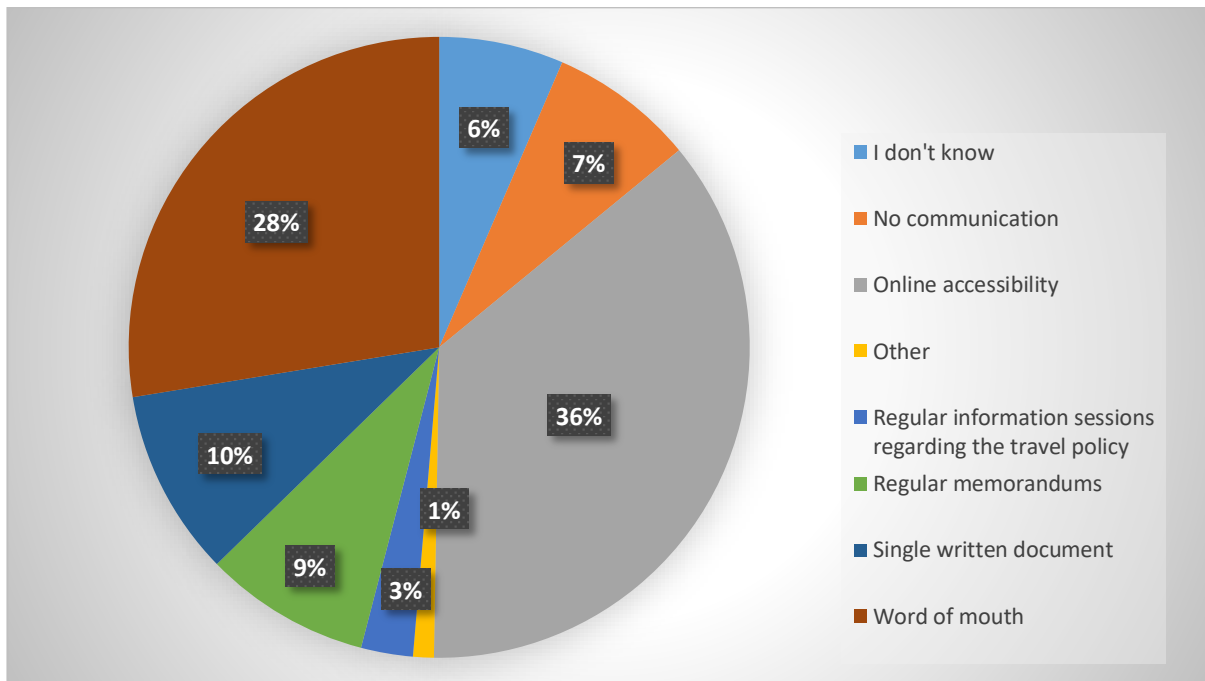


Source: Author

Figure 6.8 shows that the main forms of communicating the travel policy are via online accessibility (36%) and word of mouth (28%). The fact that a large portion of travellers mentioned that their travel policy is communicated via word of mouth, perhaps explains why 57.1% of travellers agreed that a “lack of communication on correct travel procedures” is a possible reason for non-compliance (figure 6.9).

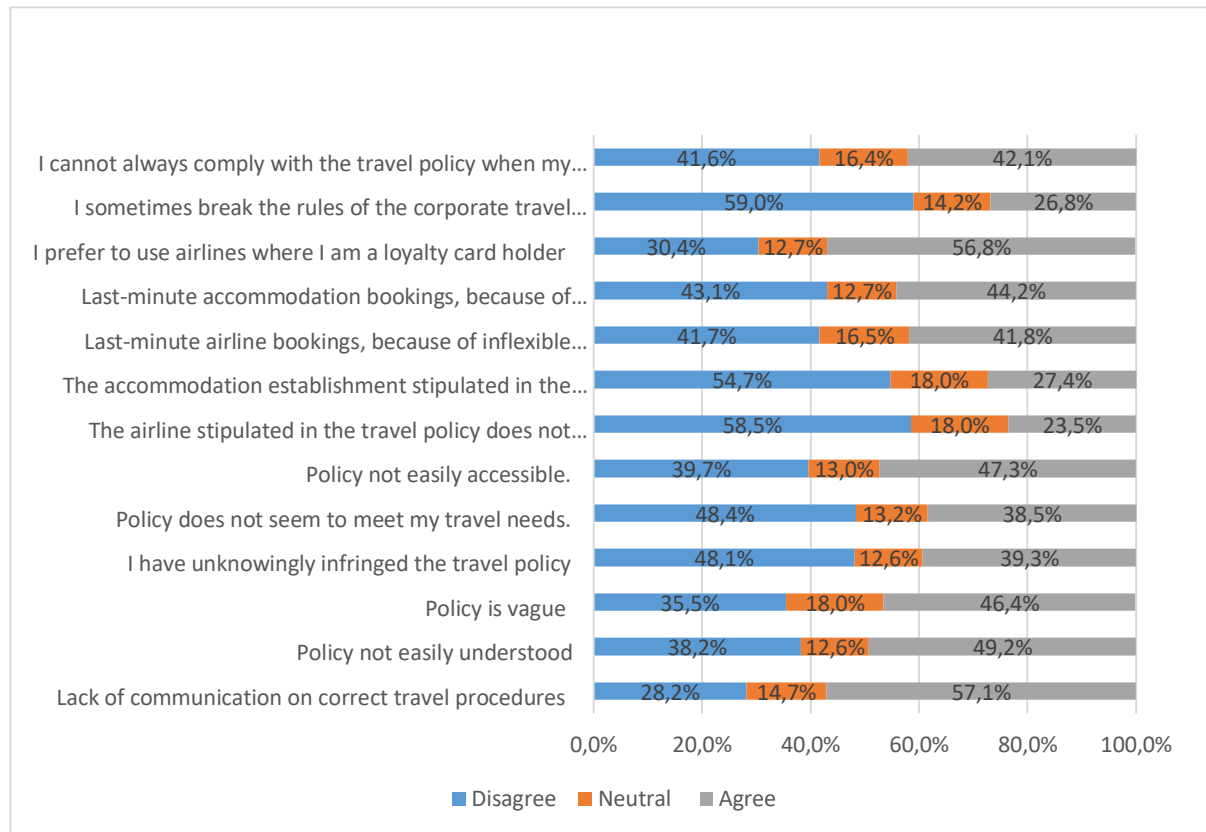
Figure 6.9 shows the results of question 17 which is a Likert scale (1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree). In order to simplify interpretation, the researcher grouped the strongly agree and agree categories together, and grouped the strongly disagree and disagree categories together. This was done for all the agree scales presented below. Possible content and communication reasons for not complying with the corporate travel policy are when the travellers’ trip details change while they are on their business trips (42.1%), travellers prefer to use airlines where they are loyalty card holders (56.8%), inflexible business schedules leading to last minute accommodation bookings (44.2%) and airline bookings (41.8%), the travel policy is not easily accessible (47.3%), the travel policy is vague (46.4%) and not easily understood (49.2%).

Figure 6.8: Main form of communication of the travel policy



Source: Author

Figure 6.9: Content and communication of the travel policy



Source: Author

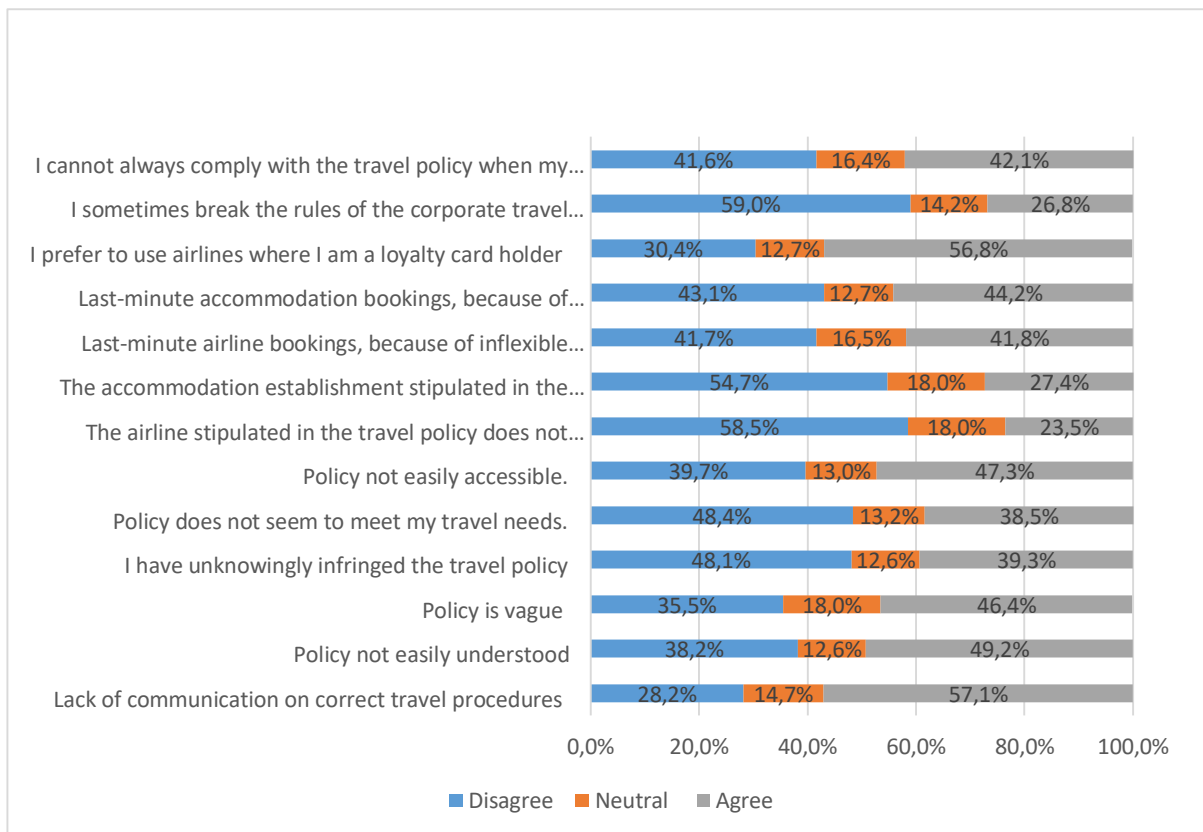
Business ethics

As mentioned in the literature review, an individual’s ethical behaviour is influenced by their employer’s corporate culture. If the corporate culture of the organisation is unethical, this might lead to travellers being unethical when it comes to complying with the travel policy.

In question 18, corporate travellers were asked if they agree with the statements relating to business ethics. Figure 6.10 shows that most travellers disagreed with the statements that said that their manager engages in unethical behaviours (71.6%) and that said in order for them to succeed in the organisation, they have to compromise their own beliefs (80%). Perhaps more worrying is the fact that 10% and 14% of the respondents agreed to the statements that they often have to compromise their own ethics in order to succeed in their organisations and that the managers in their organisations engage in unethical behaviours. Furthermore, 44% of corporate travellers agreed that they do not believe that their managers will be reprimanded if they engage in unethical behaviour and 45% of corporate travellers identified that top

managers did not inform them that unethical behaviour will not be tolerated. Figure 6.10 thus suggests that most corporate travellers perceive their organisations as ethical companies, however, it is concerning that there are a few who do not view their organisations as ethical.

Figure 6.10: Business ethics



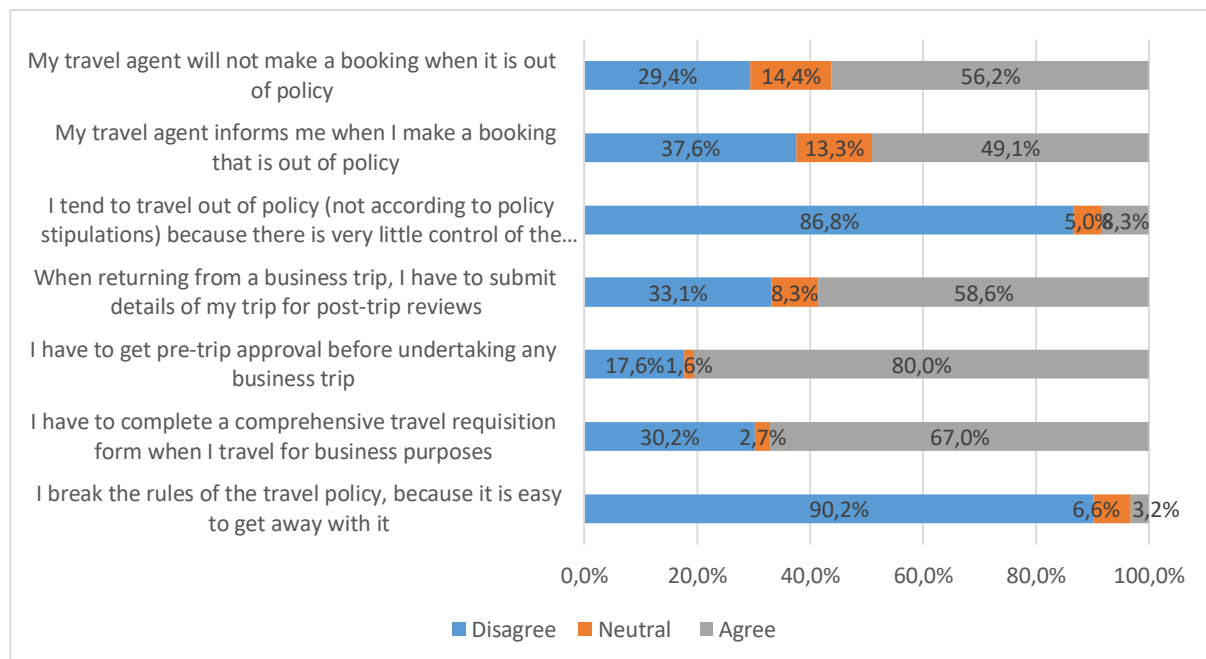
Source: Author

Control measures

It was identified in the literature review that corporate travellers tend to violate the travel policy if it is easy to get away with it or if organisations fail to monitor compliance by for example not having approval procedures in place. Whereas question 14 asked travellers to indicate whether they perceive their organisations' policy to be high, medium or low control, question 19 wanted the travellers' opinions on specific control measures within their company. As seen in Figure 6.11, the majority of travellers (80.8%) agreed with the statement that they have to get pre-trip approvals before undertaking any business trip. Additionally, 90.2% of travellers disagreed with the statement that they break the rules of the travel policy because it is easy to get away

with it. The result of these questions suggests that most corporate travellers believe that their organisations have strong policy control measures in place. However, only 58% of respondents agreed with the statement that they have to submit details of their trip when returning from a business trip for post-trip reviews. Thus, in order to increase the control level of these organisation’s travel policies, managers can have post business trip meetings with their corporate travellers or corporate travellers can submit post business trip reports to their travel managers. Due to the fact that organisations outsource their travel management portfolio to TMCs, and one of their responsibilities is to enforce the travel policy, it is concerning to see that only 56.2% of respondents feel that their travel agent will not make a booking when it is out of the policy and only 49.1% of respondents said that their travel agent informs them when the corporate traveller makes a booking that is not in line with the policy. TMCs should be assisting travel managers in maintaining corporate travel policy compliance.

Figure 6.11: Control measures



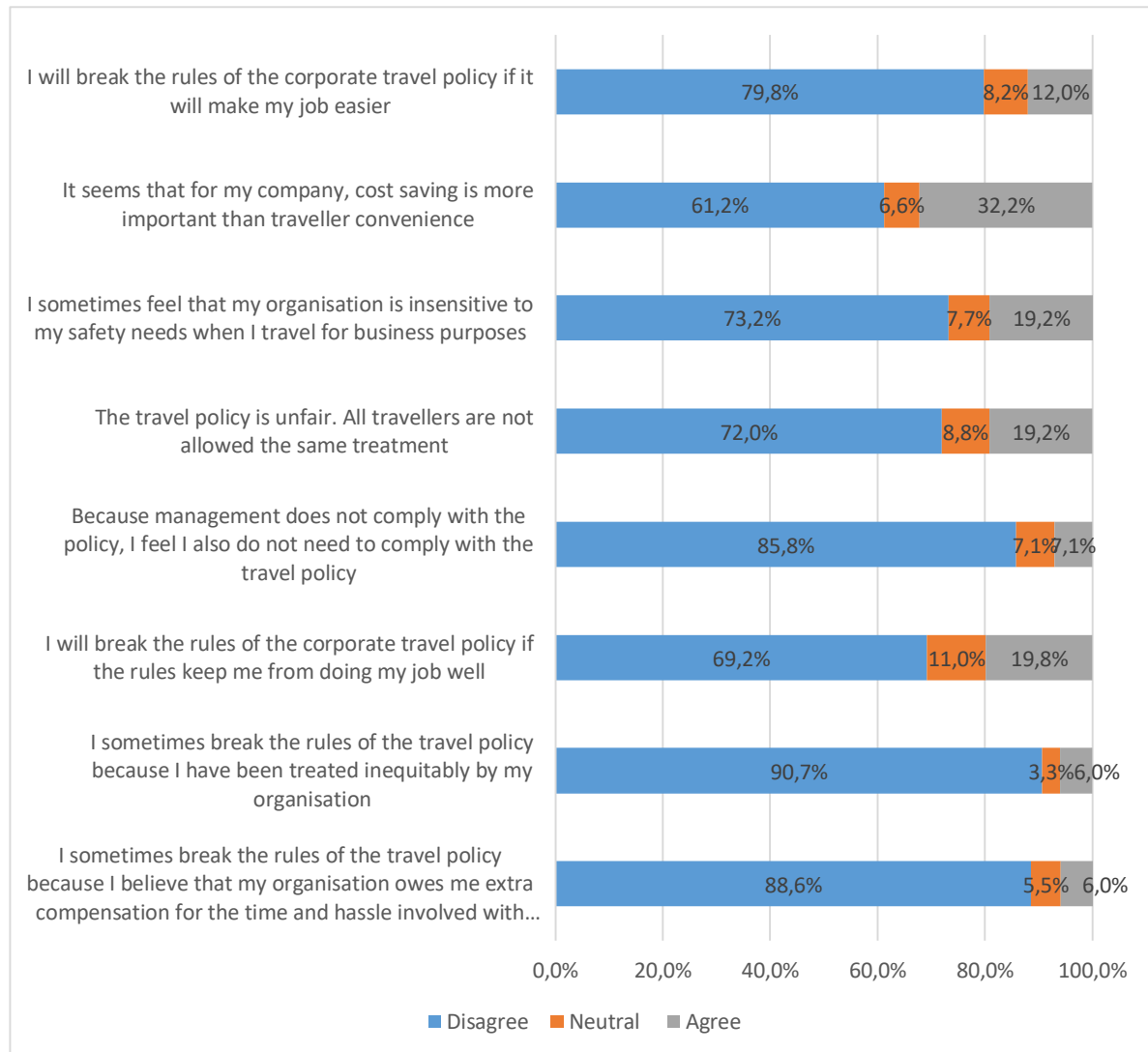
Source: Author

Organisational injustice

When employees feel that there are certain injustices in their organisation, they tend to look for opportunities to improve their own condition or status at the expense of the organisation. Thus, if corporate travellers feel that the travel policy is unfair in any way,

they tend to break the travel policy to improve their travel experience, or simply to get back at the organisation. In question 20 of the questionnaire, travellers were asked to identify their level of agreement with the statements related to organisational injustice. These results, revealed in Figure 6.12, show that 12% and 19.8% of travellers respectively agreed that they would break the travel policy if it will make their jobs easier and if the rules in the travel policy are keeping them from doing their jobs well. Furthermore, 32% of travellers feel that their companies are more concerned about saving costs than the travellers' convenience and 19.2% of travellers feel that their companies are insensitive to their safety needs on a business trip. These two results reveal that many corporate travellers feel that their companies do not care about their needs, wellbeing or safety on a business trip. This is quite concerning due to the fact that the purpose of the rules and procedures in a corporate travel policy is to take control of the travel cost of a company *and* to ensure the safety and security of corporate travellers on a business trip (Travel leaders, 2017). Another interesting result from this question is the fact that 19.2% of respondents agreed with the statement "The travel policy is unfair". This is a very different result from question 13 on the questionnaire where only 1% of respondents rated their company's travel policy as "unfair".

Figure 6.12: Organisational injustice



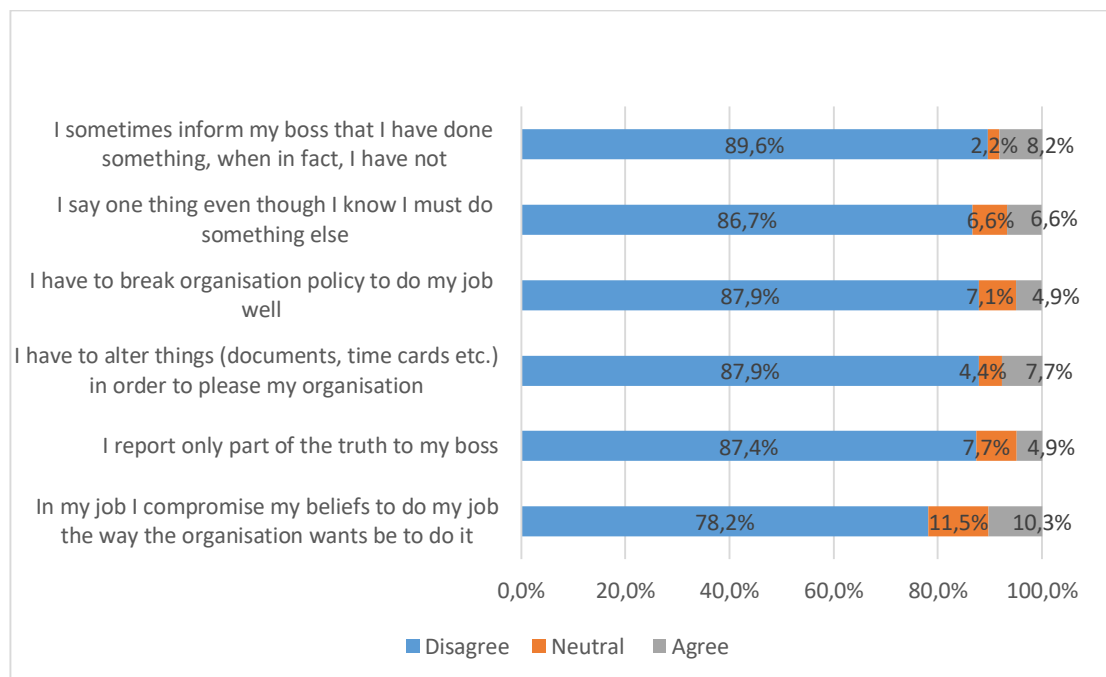
Source: Author

Individual morality

As found in the literature review, an employee’s ethical values could determine whether he/she will comply with the travel policy or not. In question 21, respondents were asked to identify their level of agreement with the statements relating to individual morality. Figure 6.13 shows that most corporate travellers perceive themselves as ethical human beings with good morals. However, it seems that some corporate travellers feel that they have to adjust their moral compass in order to please their organisations, as 10.3% of respondents feel that they have to compromise their own beliefs to do their jobs well, while 7.7% feel that they have to alter certain documentation in order to please their organisation and 8.2% admit that they

sometimes inform their bosses that they have done something, when in fact they did not.

Figure 6.13: Individual morality

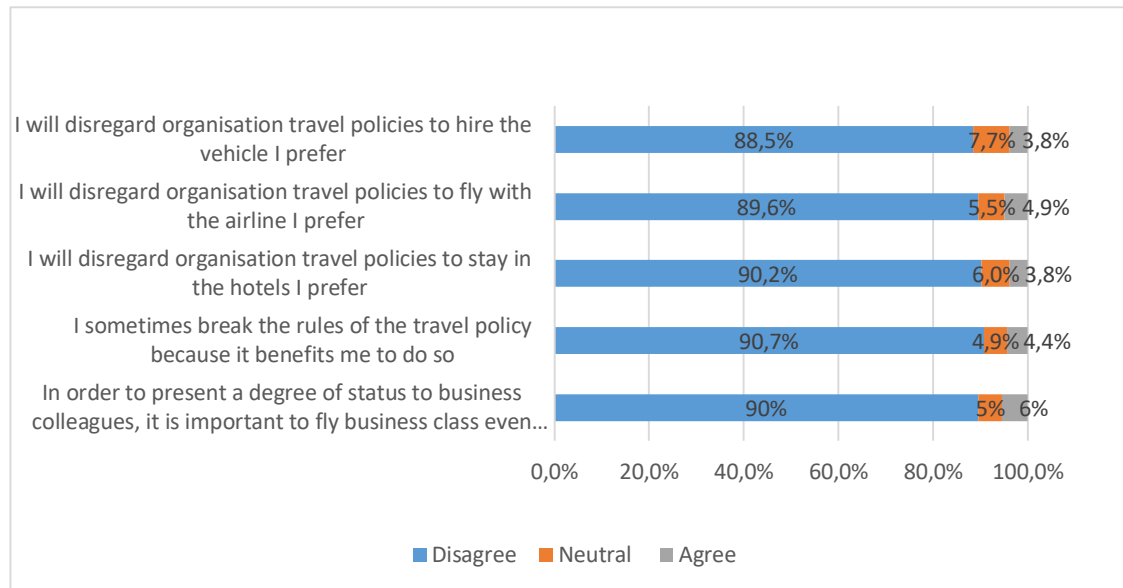


Source: Author

Self-Interest actions of a traveller

According to Douglas (2008:113), unethical behaviour occurs when this behaviour benefits the employee. Employees tend to act in a self-interested manner when it comes to service, seat comfort and their frequent flyer programmes and business travel is often associated with prestige, high social status and self-identity (Gustafson, 2013:26). When employees feel that the travel policy does not cater to their needs on a business trip, they will break the rules of the policy to suit their needs. In question 22 of the questionnaire, respondents were asked to state their level of agreement with the statements relating to the self-interest actions of the traveller. Figure 6.14 shows that most respondents do not act in a self-interested manner when it comes to their organisations' travel policies. The majority (between 88.5% and 90.7%) of corporate travellers disagreed with the statements relating to the self-interest actions of the traveller. A few respondents felt more neutral to these statements, in that they neither agreed nor disagreed.

Figure 6.14: Self-Interest actions of the travellers



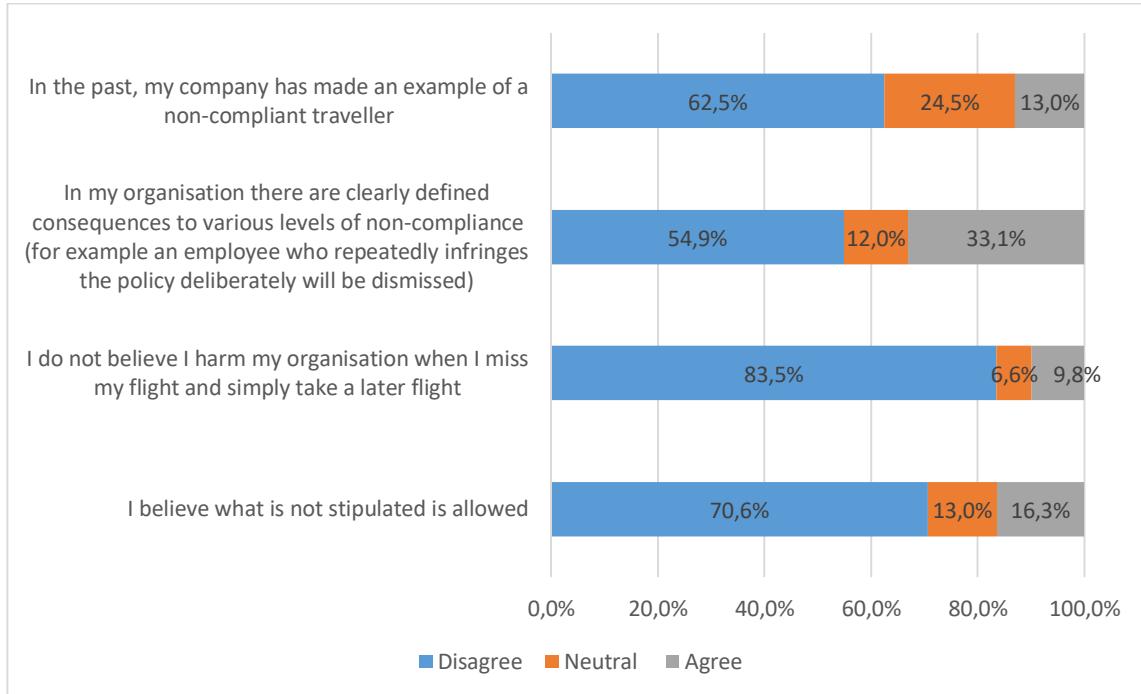
Source: Author

Employee Deviance

When an employee knowingly violates the corporate travel policy for no obvious reason, it is regarded as employee deviance. In question 23 of the questionnaire, respondents were asked to state their level of agreement with the statements relating to employee deviance. In Figure 6.15 it is clear to see that the majority of the respondents disagreed with all the statements relating to employee deviance. However, these results show that organisations do not seem to have consequences for when a corporate traveller does not comply with the travel policy. Sixty-two percent of respondents disagreed with the statement: “In the past, my organisation has made an example of a non-compliant traveller” and 54.9% of respondents disagreed with the statement: “In my organisation, there are clearly defined consequences to various levels of non-compliance”. These results correspond with the findings of Figure 6.10 relating to business ethics where only 45% of respondents disagreed with the statement that top management has let it be known that unethical behaviours will not be tolerated. Some of the worrying results of this question are that 9.8% of travellers believe that they do not harm their organisation when they miss a flight and that 16.3% of travellers believe that what is not stipulated is allowed. This might be because travellers feel that there are no consequences for non-compliance or that the rules, procedures and consequence are not clear to them, as in question 17 the results

revealed that 46.4% and 49.2% of travellers feel that their companies' travel policies are vague and not easily understood.

Figure 6.15: Employee deviance



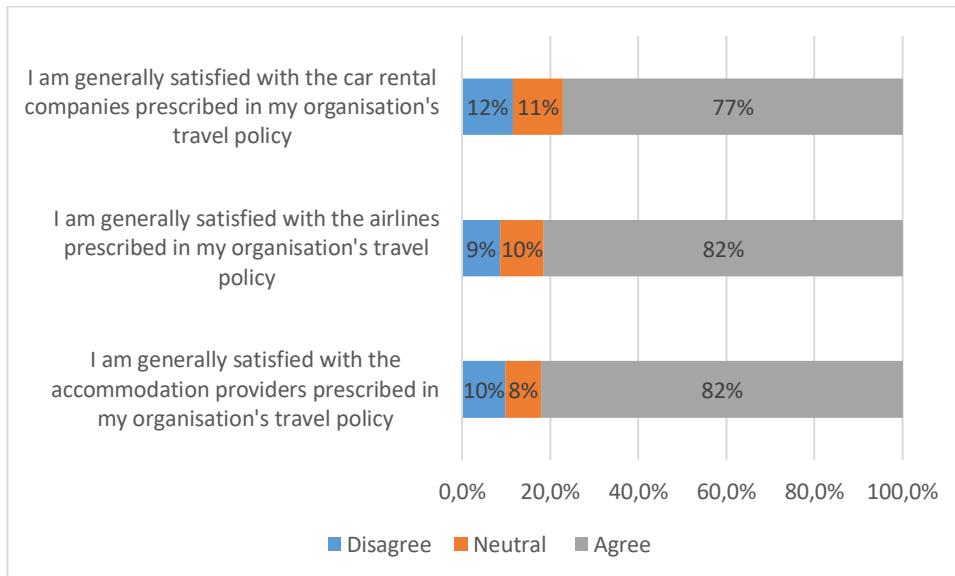
Source: Author

Employee satisfaction

Douglas (2008:118) suggested that travellers are more likely to comply with the travel policy if they are happy in their personal life, satisfied with their jobs and when their travel needs are met while on a business trip. In questions 24 – 26 respondents were asked to state their level of agreement with the statements relating to traveller -, job - and life satisfaction. Figure 6.16 shows that the majority of travellers are satisfied with the service providers they have to use on a business trip. However, there are still a few (between 9% and 12%) who are not satisfied with the service providers. Figure 6.17 shows a few concerning results regarding the travellers' job satisfaction. Fourteen percent of respondents are not satisfied with their job security and 16% are not satisfied with the amount of independence they have with executing their jobs. Perhaps the most concerning results are that 31% of respondents are not satisfied with the recognition they receive for doing a good job and with their promotion opportunities. These results show that there are a number of respondents who are not

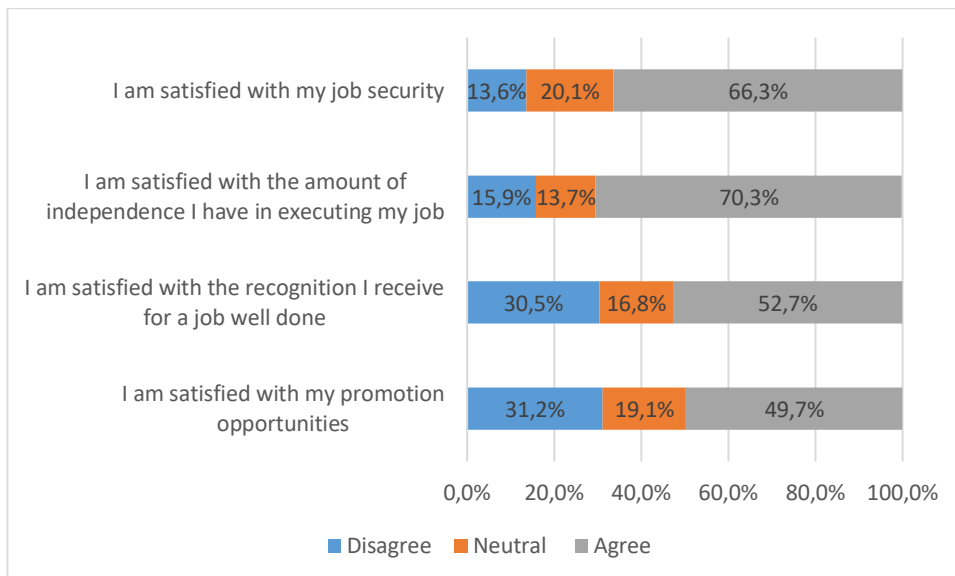
entirely satisfied with their jobs. Figure 6.18 shows that most respondents have the characteristics of people who are generally satisfied with their lives.

Figure 6.16: Traveller satisfaction



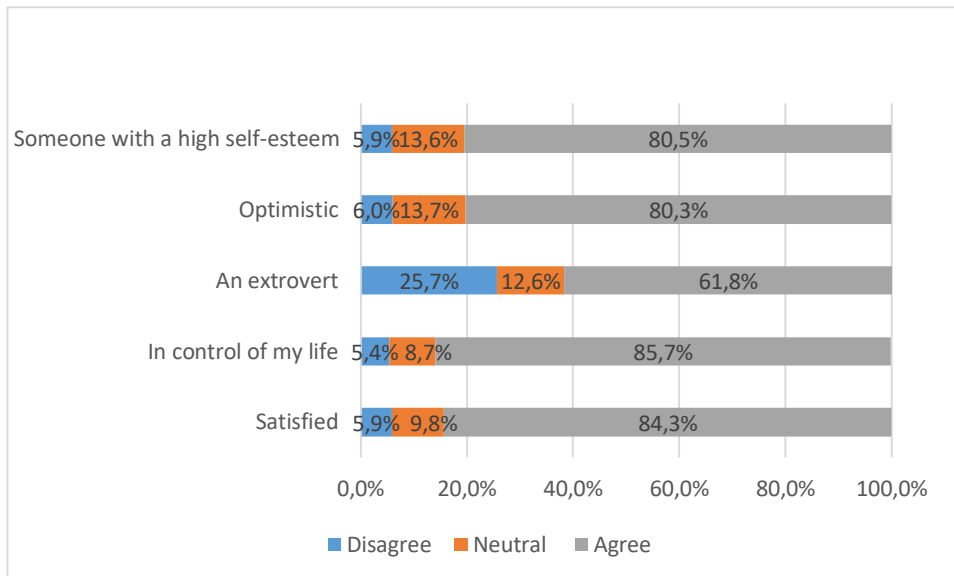
Source: Author

Figure 6.17: Job satisfaction



Source: Author

Figure 6.18: Life satisfaction



Source: Author

Work values and travel characteristics of different generations

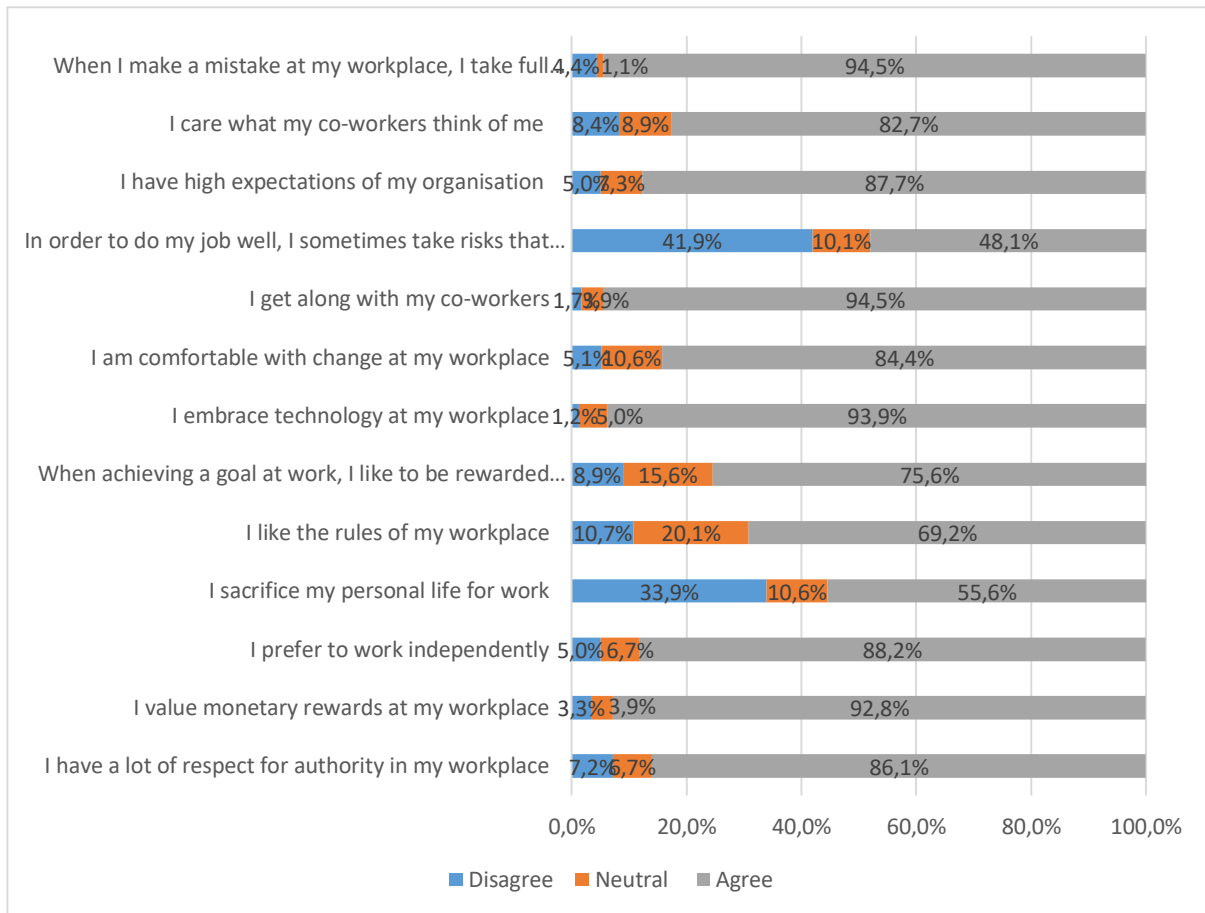
Questions 28 – 30 were used to ask questions regarding the different generations' characteristics in terms of work values, business trip experiences and business trips wants and needs.

In Figure 6.19 it is clear that most corporate travellers are responsible in the workplace, they care what their co-workers think of them (83%), have high expectations of the organisation (88%), they get along with their fellow employees (95%), they are comfortable with change (84%), they embrace new technology (94%), they prefer to work independently (88.2%), they value monetary rewards (92.8%) and they have a lot of respect for authority (86.1%). It is important to note, that 42% of travellers admitted that they sometimes take risks that may harm their company, in order to do their jobs well. This might lead to travellers taking risks while on a business trip, which may lead to them violating the corporate travel policy. Another important aspect is that only 69.2% of corporate travellers like the rules of their workplace. This might imply that the rest of the respondents do not like the rules of the corporate travel policy. Furthermore, 55.6% of respondents admitted that they sacrifice their personal life for work. This might lead to these travellers resenting their organisations and thus not caring if they break the rules of the travel policy.

In terms of business trip experience, Figure 6.20 illustrates that 84.9% of travellers are comfortable with the expense report procedures as stipulated in the travel policy, 29.7% of travellers extend their business trips to include leisure activities and 17.3% of travellers stated that they would spend more of their company's money than their own, while on a business trip. Only 62.3% of travellers would be comfortable with flying in a low-cost airline and 66.5% of travellers would be comfortable using Uber while on a business trip. These results are problematic for organisations, as using low-cost airlines and Uber as service providers are a few of the ways they can reduce the company's travel costs. If the travel policy stipulates that corporate travellers have to fly in low-cost airlines or use Uber on a business trip, and 23.6% and 22% of travellers are not comfortable with these rules, it might lead to these travellers not complying with the travel policy, thus costing the company money.

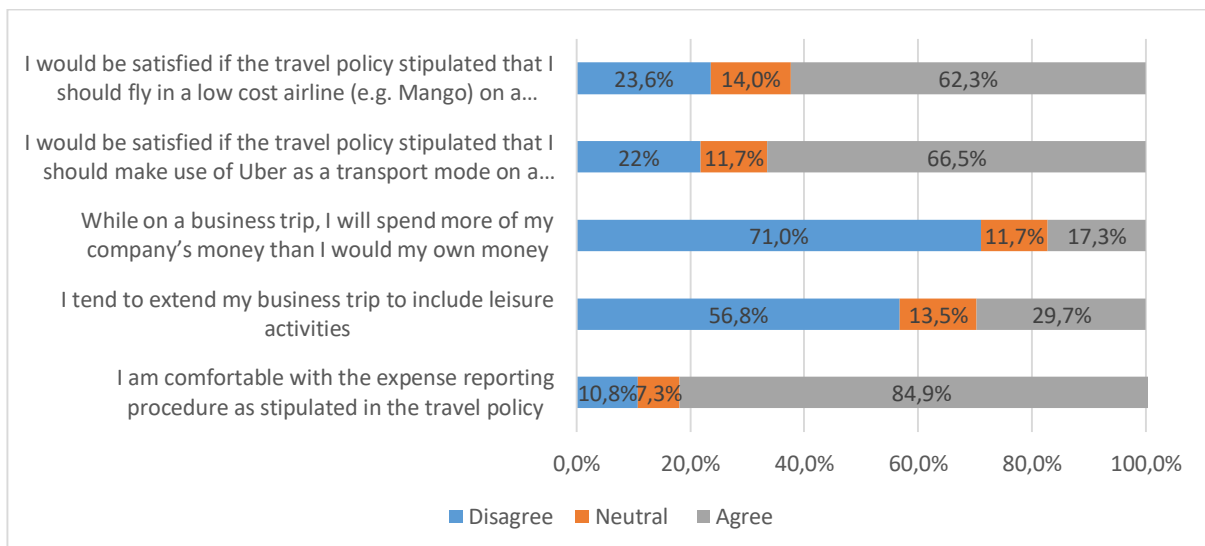
In terms of business trip wants and needs, Figure 6.21 shows that the most important needs for corporate travellers are safety and security of transportation and accommodation suppliers. Fifty percent and 46.1% of respondents respectively said that these aspects on a business trip are of great importance. Figure 6.22 also reveals that flying first or business class and staying in high-end accommodation establishments is not that important for corporate travellers as 72% and 48.4% respectively stated that these aspects are of no and little importance. This should be good news for organisations as, even though a lot of corporate travellers are not comfortable with flying in low-cost airlines (according to results shown in Figure 6.21), they do not necessarily want to fly first or business class. Thus organisations can still save on travel costs by having their corporate travellers fly economy class. Furthermore, Figure 6.21 shows that having control over the booking arrangements is not of great importance to corporate travellers. Fifty-four percent of respondents revealed that it is of no and little importance to have the ability to have control over their travel budget and 65% of respondents revealed that it is of no and little importance to have the ability to make their own bookings for a business trip. Therefore, most of these corporate travellers do not mind TMCs arranging their business trip for them. Thus, travel managers can have more control over their company's travel costs by making bookings for their corporate travellers with the suppliers with whom the company has negotiated rates.

Figure 6.19: Work values characteristics



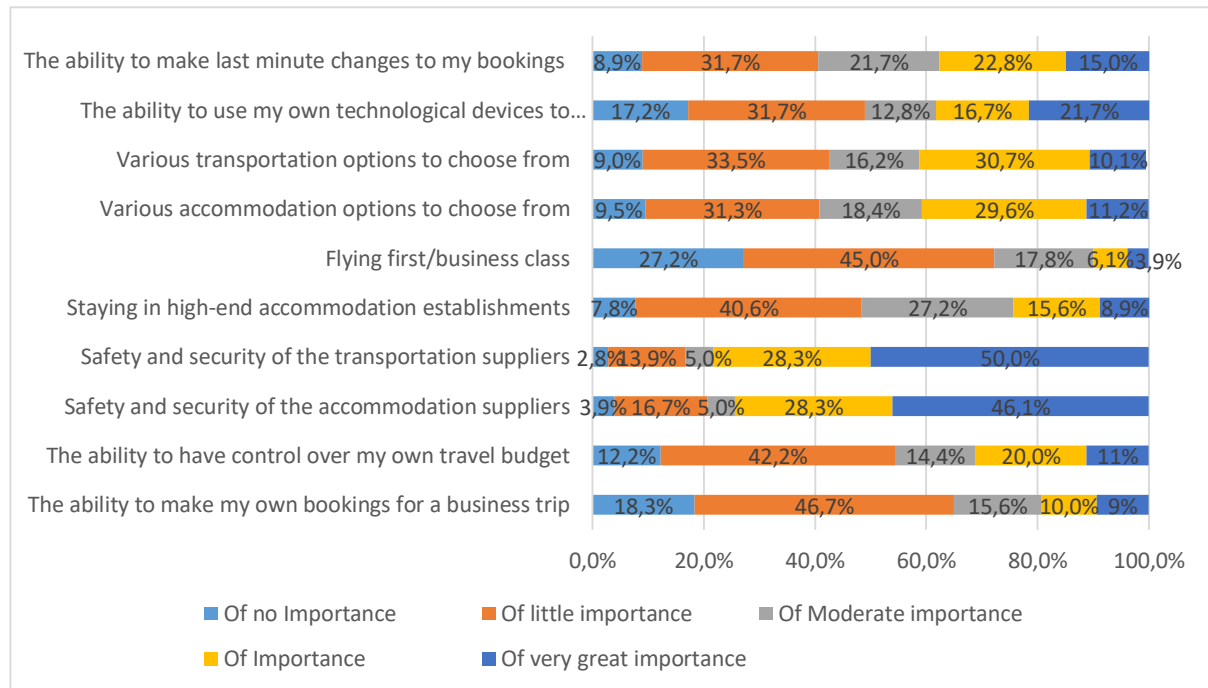
Source: Author

Figure 6.20: Business trip experience



Source: Author

Figure 6.21: Business trip wants and needs



Source: Author

The inferential analysis will focus on addressing the last two secondary objectives namely:

- To measure if travel policy compliance differs between generations.
- To investigate whether the factors leading to travel policy non-compliance, differ between the generations in the workplace.

The following factors, as identified in the literature will be tested: content and communication of the policy, policy control measures, business ethics, organisational injustice, individual morality, self-interest, job satisfaction, life satisfaction, traveller satisfaction, employee deviance, work values and travel needs. The travel needs factor was tested on two different Likert scales, as one scale was an agree scale, and the other an importance scale. Travel needs was therefore split into travel procedures and business trip needs. In order to be able to test these factors for differences between generations, an exploratory factor analysis will be conducted on the items related to each of the identified factors with the aim of data reduction.

6.3 EXPLORATORY FACTOR ANALYSIS

For questions 17 – 26 and questions 28 - 30, Likert-type response scales were used to measure each item relating to the possible factors that lead to corporate travel policy non-compliance. An exploratory factor analysis is a data reduction technique that enables a researcher to group similar variables into factors (StatisticsSolutions, 2017).

An exploratory factor analysis was thus conducted on the items of each of the previously mentioned factors, using principal axis factoring as extraction method and promax rotation, to determine the dimensionality of each of the factors leading to corporate travel policy non-compliance for this study. Confirmatory factor analysis does not apply as these items were constructed by the researcher and are not based on previously published instruments.

In terms of the appropriateness of factor analysis to be conducted, The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was above the recommended threshold of 0.5 and the Bartlett's Test of Sphericity was statistically significant ($p < .000$) for the items in all 13 constructs, (Field, 2013:384) indicating that a factor analysis was appropriate for all of the constructs. A summary of the exploratory factor analysis of each of the factors, including the internal consistency (reliability) measure, Cronbach Alpha, is provided in the tables below.

6.3.1 Content and communication

The content and communication factor exists of 13 items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.5: Content and communication factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings		Cronbach Alpha
				1	2	
Content and communication		.849	61.71%			
		<i>P</i> < .000				
	Lack of communication on correct travel procedures.				.831	0,905
	Policy not easily understood.				.902	
	Policy is vague.				.984	
	I have unknowingly infringed the travel policy (for example, not using the preferred supplier).				.555	
	Policy not easily accessible.				.757	0,866
	Policy does not seem to meet my travel needs.			.465		
	The airline stipulated in the travel policy does not always have seats available.			.718		
	The accommodation establishment stipulated in the travel policy does not always have rooms available.			.839		
	Last-minute airline bookings, because of Inflexible business schedules.			.760		
	Last-minute accommodation bookings, because of inflexible business schedules.			.766		
	I prefer to use airlines where I am a loyalty card holder.			.341		
	I sometimes break the rules of the corporate travel policy to save my organisation money.			.582		
	I cannot always comply with the travel policy when my trip details change while I am on the trip.			.738		

Source: Author

For the content and communication construct, two factors have been identified based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the content and communication construct is not unidimensional. The items that cluster on the same factor suggest that factor one represents communication and factor two represents content. The Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 (Teo & King in Douglas, 2008:198) thus, the reliability was considered satisfactory.

Table 6.6 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for communication was below 3,

therefore, respondents were more in disagreement that communication could lead to policy non-compliance and the mean score of content was very close to 3, therefore, respondents were neither in agreement nor disagreement that content could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for each of the two variables.

Table 6.6: Mean, median, standard deviation, skewness and kurtosis of the content and communication factors

		Communication	Content
N			
Mean		2,7877	2,9791
Median		2,7877	3,0000
Std. Deviation		0,84857	0,97556
Skewness		-0,052	-0,553
Kurtosis		-0,280	-0,647

Source: Author

6.3.2 Business ethics

The business ethics factor exists of four items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.7: Business ethics factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings	Cronbach Alpha
				1	
Business ethics		.0498	90.76%		0,672
	Managers in my organisation often engage in behaviours that I consider as being unethical.			0.859	
	In order to succeed in my organisation, it is often necessary to compromise one's ethics.			0.861	
	Top management in my organisation has let it be known in no uncertain terms that unethical behaviours will not be tolerated.			0.961	
	If a manager in my organisation is discovered to have engaged in unethical behaviour that results primarily in personal gain (rather than corporate gain), he or she will be promptly reprimanded.			0.920	

Source: Author

The analysis confirmed unidimensionality for the business ethics construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706). The Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), thus the reliability was considered satisfactory.

Table 6.8 shows the mean, standard deviation, skewness and kurtosis of the business ethics variable. The mean score for business ethics is below 3 therefore, respondents were more in disagreement that business ethics could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for this variable.

Table 6.8: Mean, median standard deviation, skewness and kurtosis of the business ethics factor

		Business ethics
N	Valid	205
	Missing	0
Mean		2,5833
Median		2,5833
Std. Deviation		0,82817
Skewness		-0,371
Kurtosis		-0,437

Source: Author

6.3.3 Control measures

The control measures factor exists of seven items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.9: Control measures factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings			Cronbach Alpha
				1	2	3	
Control Measures		.678 <i>P</i> < .000	79.364				
	I have to complete a comprehensive travel requisition form when I travel for business purposes.			.703			0,813

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings			Cronbach Alpha
				1	2	3	
	I have to get pre-trip approval before undertaking any business trip.			.964			
	When returning from a business trip I have to submit details of my trip for post-trip reviews.			.637			
	My travel agent informs me when I make a booking that is out of policy.				.959		0,906
	My travel agent will not make a booking when it is out of policy.				.838		
	I break the rules of the travel policy, because it is easy to get away with it.					.786	0,647
	I tend to travel out of policy (not according to policy stipulations) because there is very little control of the travel process.					.623	

Source: Author

For the control measures construct, three factors have been identified based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the control measures construct is not unidimensional. The items that cluster on the same factor suggests that factor one represents company's control, factor two represents TMC control and factor three represents little control. As the Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.10 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for company control, TMC control and little control is above 3, therefore, respondents were more in agreement that these factors could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for these variables.

Table 6.10: Mean, median, standard deviation, skewness and kurtosis of control factors

		Company control	TMC control	Little control
N	Valid	205	205	205
	Missing	0	0	0
Mean		3,6326	3,2773	3,2773
Median		3,6667	3,2773	3,2773
Std. Deviation		1,04330	1,21516	1,21516
Skewness		-0,787	-0,338	-0,338
Kurtosis		0,205	-0,845	-0,845

Source: Author

6.3.4 Organisational injustice

The organisational injustice factor exists of eight items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.11: Organisational injustice factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings		Cronbach Alpha
				1	2	
Organisational injustice		.858 <i>P</i> < .000	77.5%			
	I sometimes break the rules of the travel policy because I believe that my organisation owes me extra compensation for the time and hassle involved with business travel.			.962		0,897
	I sometimes break the rules of the travel policy because I have been treated inequitably by my organisation.			.942		
	I will break the rules of the corporate travel policy if the rules keep me from doing my job well.			.601		
	I will break the rules of the corporate travel policy if it will make my job easier.			.707		
	It seems that for my company, cost saving is more important than traveller convenience.			.555		
	Because management does not comply with the policy, I feel I also do not need to comply with the travel policy.				.864	0,903
	The travel policy is unfair. All travellers are not allowed the same treatment.				.924	

I sometimes feel that my organisation is insensitive to my safety needs when I travel for business purposes.				.822	
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Source: Author

For the organisational injustice construct, two factors have been identified based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the organisational injustice construct is not unidimensional. The items that cluster on the same factor suggest that factor one represents organisational injustice and factor two represents inequality of the travel policy. As the Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.12 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for organisational injustice and inequality is below 3 therefore, respondents were more in disagreement that these factors could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for these variables.

Table 6.12: Mean, median, standard deviation, skewness and kurtosis of the organisational injustice and inequality factors

		Organisational injustice	Inequality
N	Valid	205	205
	Missing	0	0
Mean		1,8743	2,3118
Median		1,8743	2,0000
Std. Deviation		0,76190	1,09904
Skewness		0,997	0,750
Kurtosis		1,375	-0,263

Source: Author

6.3.5 Individual morality

The individual morality factor exists of six items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.13: Individual morality factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings	Cronbach Alpha
				1	
Individual morality		.906 <i>P</i> < .000	71.82%		
	In my job I compromise my beliefs to do my job the way the organisation wants me to do it.			.309	0.910
	I report only part of the truth to my boss.			.879	
	I have to alter things (documents, time cards etc.) in order to please my organisation.			.934	
	I have to break organisation policy to do my job well.			.797	
	I say one thing even though I know I must do something else.			.860	
	I sometimes inform my boss that I have done something, when in fact, I have not.			.807	

Source: Author

The analysis confirmed unidimensionality for the individual morality construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706). The Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.14 shows the mean, standard deviation, skewness and kurtosis of the individual morality variable. The mean score for individual morality is below 3 therefore, respondents were more in disagreement that this factor could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for this variable.

Table 6.14: Mean, median standard deviation, skewness and kurtosis of the individual morality factor

		Individual morality
N	Valid	205
	Missing	0
Mean		1,8251
Median		1,8333
Std. Deviation		0,67452
Skewness		0,934
Kurtosis		1,167

Source: Author

6.3.6 Self-interest

The self-interest factor exists of five items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.15: Self-interest factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings	Cronbach Alpha
				1	
Self Interest		.876 <i>P</i> < .000	78.73%		
	In order to present a degree of status to business colleagues, it is important to fly business class even if it is out of policy.			0,553	0,931
	I sometimes break the rules of the travel policy because it benefits me to do so.			0,660	
	I will disregard organisation travel policies to stay in the hotels I prefer.			0,948	
	I will disregard organisation travel policies to fly with the airline I prefer.			0,948	
	I will disregard organisation travel policies to rent the vehicle I prefer.			0,933	

Source: Author

The analysis confirmed unidimensionality for the self-interest construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706). The Cronbach Alpha coefficient values are above the

acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.16 shows the mean, standard deviation, skewness and kurtosis of the self-interest variable. The mean score for self-interest is below 3 therefore, respondents were more in disagreement that this factor could lead to policy non-compliance. The skewness value lies between -2 and +2, however, the kurtosis value lies above +2. Thus, a normal distribution cannot be assumed for this variable.

Table 6.16: Mean, median, standard deviation, skewness and kurtosis of the self-interest factor

		Self-interest
N	Valid	205
	Missing	0
Mean		1,7279
Median		1,7279
Std. Deviation		0,65712
Skewness		1,252
Kurtosis		2,999

Source: Author

6.3.7 Employee deviance

The organisational injustice factor exists of four items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.17: Employee deviance factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings		Cronbach Alpha
				1	2	
Employee deviance		.514	81.05%			
		<i>P</i> < .000				
	In my organisation there are clearly defined consequences to various levels of non-compliance (for example an employee who repeatedly infringes the policy deliberately will be dismissed).			.868		0,820
	In the past, my company has made an example of a non-compliant traveller.			.821		

I believe what is not stipulated is allowed.				.775	0,688
I do not believe I harm my organisation when I miss my flight and simply take a later flight.				.681	

Source: Author

For the employee deviance construct, two factors have been identified based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the employee deviance construct is not unidimensional. The items that cluster on the same factor suggest that factor one represents deviance and factor two represents consequences. As the Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.18 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for consequences and deviance is below 3 therefore, respondents were more in disagreement that these factors could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for these variables.

Table 6.18: Mean, median, standard deviation, skewness and kurtosis of the consequences and deviance factors

		Consequences	Deviance
N	Valid	205	205
	Missing	0	0
Mean		2,4511	2,0181
Median		2,4511	2,0000
Std. Deviation		1,02436	0,84368
Skewness		0,345	0,845
Kurtosis		-0,562	0,603

Source: Author

6.3.8 Traveller satisfaction

The traveller satisfaction factor exists of eight items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.19: Traveller satisfaction factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings	
				1	Cronbach Alpha
Traveller satisfaction		.712	81.70%		
		<i>P</i> < .000			
	I am generally satisfied with the accommodation providers prescribed in my organisation's travel policy.			.943	0,885
	I am generally satisfied with the airlines prescribed in my organisation's travel policy.			.897	
	I am generally satisfied with the car rental companies prescribed in my organisation's travel policy.			.745	

Source: Author

The analysis confirmed unidimensionality for the traveller satisfaction construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706). The Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.20 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for traveller satisfaction is above 3 therefore, respondents were more in agreement that these factors could lead to policy non-compliance. The skewness value is between -2 and +2 however, the kurtosis value lies above +2. Thus, a normal distribution cannot be assumed for this variable.

Table 6.20: Mean, median, standard deviation, skewness and kurtosis of the traveller satisfaction factor

		Traveller satisfaction
N	Valid	205
	Missing	0
Mean		3,7953
Median		4,0000
Std. Deviation		0,72069
Skewness		-1,548
Kurtosis		4,003

Source: Author

6.3.9 Job satisfaction

The job satisfaction factor exists of four items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.21: Job satisfaction factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings	Cronbach Alpha
				1	
Job satisfaction		.738	66.26%		
		<i>P</i> < .000			
	I am satisfied with my promotion opportunities.			.808	0,830
	I am satisfied with the recognition I receive for a job well done.			.964	
	I am satisfied with the amount of independence I have in executing my job.			.683	
	I am satisfied with my job security.			.529	

Source: Author

The analysis confirmed unidimensionality for the job satisfaction construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706). The Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.22 shows the mean, standard deviation, skewness and kurtosis of the job satisfaction variable. The mean score for job satisfaction is above 3 therefore, respondents were more in agreement that this factor could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for this variable.

Table 6.22: Mean, median, standard deviation, skewness and kurtosis of the job satisfaction factor

		Job satisfaction
N	Valid	205
	Missing	0
Mean		3,4301
Median		3,5000
Std. Deviation		0,80401
Skewness		-0,375
Kurtosis		0,023

Source: Author

6.3.10 Life Satisfaction

The life satisfaction factor exists of five items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.23: Life satisfaction factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings	Cronbach Alpha
				1	
Life Satisfaction		.796 <i>P</i> < .000	64.80%		
	Satisfied.			.773	0.846
	In control of my life.			.788	
	An extrovert.			.713	
	Optimistic.			.740	
	Someone with a high self-esteem.			.752	

Source: Author

The analysis confirmed unidimensionality for the life satisfaction construct, as the analysis identified only one factor based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706). The Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.24 shows the mean, standard deviation, skewness and kurtosis of the life satisfaction variable. The mean score for life satisfaction is above 3 therefore, respondents were more in agreement that this factor could lead to policy non-

compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for this variable.

Table 6.24: Mean, median, standard deviation, skewness and kurtosis of the life satisfaction factor

		Life satisfaction
N	Valid	205
	Missing	0
Mean		3,8787
Median		4,0000
Std. Deviation		0,64527
Skewness		-0,622
Kurtosis		1,732

Source: Author

6.3.11 Work values

The work values factor exists of 13 items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.25: Work values factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings			Cronbach Alpha
				1	2	3	
Work values		.889 <i>P</i> < .000	61.30%				
	I have a lot of respect for authority in my workplace.			.954			0,889
	I value monetary reward at my workplace.			.654			
	I like the rules of my workplace.			.717			
	I embrace technology at my workplace.			.545			
	I am comfortable with change at my workplace.			.680			
	I get along with my co-workers.			.725			
	I have high expectations of my organisation.			.809			
	I care what my co-workers think of me.			.624			
	When I make a mistake at my workplace, I take full responsibility for it.			.520		.521	
	I prefer to work independently				.528		0,654

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings			Cronbach Alpha
				1	2	3	
	When achieving a goal at work, I like to be rewarded by management immediately.				.812		
	In order to do my job well, I sometimes take risks that might harm my company if the risk fails.				.828		
	I sacrifice my personal life for work.					.919	0,459

Source: Author

Initially, the work values construct, identified three factors based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the work values construct is not unidimensional. The items that cluster on the same factor suggest that factor one represents work values, factor two represents personal values and factor three represents responsibility. However, due to the fact that factor three showed a Cronbach Alpha score of only 0.459 (which is below the acknowledged threshold of 0.6) it was decided to add item 9, "When I make a mistake at my workplace, I take full responsibility for it", to factor one as this item also clustered on item one. It was therefore decided to remove factor three as it only consisted of one item "I sacrifice my personal life for work". As the Cronbach Alpha coefficient values for factors one and two are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.64 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for work values and personal values is above 3 therefore, respondents were more in agreement that these factors could lead to policy non-compliance. As the skewness and kurtosis values for the personal values factor lies between -2 and +2, a normal distribution can be assumed for this variable. However, kurtosis value for the work values factor lies above +2 thus, a normal distribution cannot be assumed for this variable.

Table 6.26: Mean, median, standard deviation, skewness and kurtosis of the work values and personal values factors

		Work values	Personal values
N	Valid	205	205
	Missing	0	0
Mean		4,1315	3,7117
Median		4,1250	3,7117
Std. Deviation		0,55306	0,76459
Skewness		-0,819	-0,179
Kurtosis		4,325	0,368

Source: Author

6.3.12 Travel procedure

The travel procedure factor exists of five items, measured on a five-point Likert type response scale with a 1 indicating strongly disagree and a 5 indicating strongly agree.

Table 6.27: Travel procedure factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings		Cronbach Alpha
				1	2	
Travel procedure		.524 <i>P</i> < .000	62.83%			
	I am comfortable with the expense reporting procedure as stipulated in the travel policy.			.532		0,598
	I would be satisfied if the travel policy stipulated that I should make use of Uber as a transport mode on a business trip.			.796		
	I would be satisfied if the travel policy stipulated that I should fly in a low-cost airline (e.g. Mango) on a business trip.			.866		
	I tend to extend my business trip to include leisure activities.				.843	0,622
	While on a business trip, I will spend more of my company's money than I would my own money.				.846	

Source: Author

For the travel procedure construct, two factors have been identified based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the travel procedure construct is not unidimensional. The items that cluster on the same factor suggest that factor one represents travel procedures and factor two

represents trip behaviour. The Cronbach Alpha coefficient value for trip behaviour is above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198). However, as the travel procedure factor is only 0.002 below the acknowledged threshold, it was decided to include this factor in the data analysis. Therefore, the reliability was considered satisfactory.

Table 6.28 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for travel procedure is above 3 therefore, respondents were more in agreement that this factor could lead to policy non-compliance. However, the mean score for trip behaviour is below 3, therefore, respondents were more in disagreement that this factor could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for these variables.

Table 6.28: Mean, median, standard deviation, skewness and kurtosis of the travel procedure and trip behaviour factors

		Travel procedure	Trip behaviour
N	Valid	205	205
	Missing	0	0
Mean		3,6504	2,3002
Median		3,6667	2,3002
Std. Deviation		0,81321	1,00594
Skewness		-0,625	0,535
Kurtosis		0,134	-0,004

Source: Author

6.3.13 Business trip needs

The business trip needs factor exists of 10 items, measured on a five-point Likert type response scale with a 1 indicating unimportant and a 5 indicating of very great importance.

Table 6.29: Business trip needs factor analysis

Construct	Item description	KMO & Bartlett's test	% Variance explained	Factor Loadings		Cronbach Alpha
				1	2	
Business trip needs		.524 <i>P</i> < .000	63.47%			
	The ability to make my own bookings for a business trip.			.676		0,883
	The ability to have control over my own travel budget.			.742		
	Staying in high-end accommodation establishments.			.741		
	Flying first/business class.			.798		
	Various accommodation options to choose from			.754		
	Various transportation options to choose from.			.813		
	The ability to use my own technological devices to book my business trip.			.630		
	The ability to make changes to my bookings			.742		
	Safety and security of the accommodation suppliers.				.943	0,898
	Safety and security of the transportation suppliers.				.963	

Source: Author

For the business trip needs construct, two factors have been identified based on the eigenvalue criterion (eigenvalue greater than 1) (Field, 2013:706), thus indicating that the business trip needs construct is not unidimensional. The items that cluster on the same factor suggest that factor one represents general wants and needs and factor two represents safety and security needs. As the Cronbach Alpha coefficient values are above the acknowledged threshold of 0.6 Teo and King in Douglas (2008:198), the reliability was considered satisfactory.

Table 6.30 shows the mean, standard deviation, skewness and kurtosis of the newly created factor-based variables. The mean score for safety and security is below 3 therefore, respondents were more in disagreement that this factor could lead to policy non-compliance. However, the mean score for safety and security needs is above 3, therefore, respondents were more in agreement that this factor could lead to policy non-compliance. As the skewness and kurtosis values lie between -2 and +2, a normal distribution can be assumed for this variable.

Table 6.30: Mean, median, standard deviation, skewness and kurtosis of the general wants and needs and safety and security needs factors

		General wants and needs	Safety and security needs
N	Valid	205	205
	Missing	0	0
Mean		2,7625	4,0250
Median		2,7625	4,0250
Std. Deviation		0,83331	1,07247
Skewness		0,221	-1,062
Kurtosis		-0,066	0,228

Source: Author

As mentioned, initially, the researcher wanted to test if the following corporate related factors and personal related factors, as identified in the literature, differed between different generations: content and communication of the policy, policy control measures, business ethics, organisational injustice, the traveller's individual morality, the self-interest actions of a traveller, satisfaction with the traveller's job, personal life and business trip conditions, employee deviance, work values and travel characteristics. After conducting the factor analysis, some of these factors were split into two or more factors. The corporate related factors and personal related factors that lead to corporate travel policy non-compliance that will be used in the remainder of this study are identified in Table 6.31 below.

Table 6.31: Corporate and personal related factors leading to travel policy non-compliance

Corporate related factors	Personal related factors
Content	Individual morality
Communication	Self-Interest
Business ethics	Employee deviance
Little control measures	Consequences
Company's control measures	Traveller satisfaction
TMC's control measures	Job satisfaction
Organisational injustice	Life satisfaction
Inequality of the travel policy	Work values
	Personal values
	Travel procedures
	Trip behaviour
	General wants and needs
	Safety and security needs

Source: Author

6.4 CORRELATIONS

A Pearson's correlation coefficient is done to determine whether a unit change in one variable is retaliated by a corresponding change in another variable. This change can either be direct or indirect. Correlation is "a statistical technique that represents the strength of the connection between pairs of variables" (Surbhi, 2016). Correlation can either be positive or negative. When variables move in the same direction, i.e. when one variable values increase it results in an increase in the other variable values, the correlation is positive. When the increase of the values of one variable results in a decrease in another variable values, the correlation is negative (Surbhi, 2016).

A Pearson's correlation coefficient was computed to evaluate the relationship between the communication, content, business ethics, company control, TMC control, little control, organisational injustice, inequality, individual morality, self-interest, deviance traveller satisfaction, job satisfaction, life satisfaction, work values, travel procedure, trip behaviour, general wants and needs and safety and security needs factors. An overview of the Pearson correlation values can be found in Appendix F. Although three factors had values above the threshold values and thus indicated that a normal distribution cannot be assumed, in these cases Pearson correlation have been shown to be robust against deviations from normality (Havlicek & Peterson, 1976:1319).

In this overview, it is evident that the correlation coefficients between numerous factors were statistically significant at the 1% (0.01 level (2-tailed)) and other factors were statistically significant at the 5% (0.05 level (2-tailed)). The Pearson's correlation of those variables that have a strong ($r > 0.5$) relationship is as per the below. Only one of these correlations is a negative correlation (business ethics and personal values). The rest of the correlations are strong positive correlations and indicated that a unit change in the one variable will result in a positive unit change in the other variable.

- Content and communication ($r = .558, p < 0.05$).
- Business ethics and consequences ($r = .568, p < 0.05$).

- Business ethics and personal values ($r = -.521, p < 0.05$). This result suggests that a unit positive change in the business ethics variable will result in a negative unit change in the personal values variable or vice versa.
- Little control and organisational injustice ($r = .617, p < 0.05$).
- Little control and self-interest ($r = .643, p < 0.05$).
- Inequality and individual morality ($r = .513, p < 0.05$).
- Self-interest and individual morality ($r = .694, p < 0.05$).
- Self-interest and deviance ($r = .530, p < 0.05$).
- Individual morality and deviance ($r = .588, p < 0.05$).
- Work values and life satisfaction ($r = .519, p < 0.05$).
- Work values and personal Values ($r = .504, p < 0.05$).

6.5 HYPOTHESES TESTS

Firstly, three hypotheses have been developed for this research study:

$H_{1(alt)}$: Generations differ with regard to their level of non-compliance with the corporate travel policy.

$H_{1(null)}$: Generations do not differ in their level of non-compliance with the corporate travel policy.

$H_{2(alt)}$: Generation Y, Generation X and the Baby Boomers differ with regard to the corporate related factors influencing their corporate travel policy compliance.

$H_{2(null)}$: There is no difference in the corporate related factors leading to corporate travel policy violation between Generation Y, Generation X and the Baby Boomer generation.

$H_{3(alt)}$: Generation Y, Generation X and the Baby Boomers differ with regard to the personal related factors influencing their corporate travel policy compliance.

$H_{3(null)}$: There is no difference in the personal related factors leading to corporate travel policy violation between Generation Y, Generation X and the Baby Boomer generation.

Secondly, due to the fact that the corporate and personal related factors are made up of individual factors hypotheses two and three, cannot be tested as a whole and thus requires to be further divided into sub-hypotheses. These sub-hypotheses were identified in the literature review as per the below:

H_{2a(alt)}: Generations differ with regard to their levels of agreement in terms of the content and communication of the travel policy influencing corporate travel policy.

H_{2b(alt)}: Generations differ with regard to their levels of agreement in terms of a lack of control measures influencing corporate travel policy compliance.

H_{2c(alt)}: Generations differ with regard to their levels of perceived business ethics influencing corporate travel policy compliance.

H_{2d(alt)}: Generations differ with regard to their levels of perceived organisational injustices influencing corporate travel policy compliance.

H_{3a(alt)}: Generations differ with regard to their levels of individual morality influencing corporate travel policy compliance.

H_{3b(alt)}: Generations differ with regard to their levels of employee deviance influencing corporate travel policy compliance.

H_{3c(alt)}: Generations differ with regard to their levels of self-interest actions influencing corporate travel policy compliance.

H_{3d(alt)}: Generations differ with regard to their levels of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.

H_{3e(alt)}: Generations differ with regard to their levels of agreement in terms of job satisfaction influencing corporate travel policy compliance.

H_{3f(alt)}: Generations differ with regard to their levels of agreement in terms of life satisfaction influencing corporate travel policy compliance.

H_{3g(alt)}: Generations differ with regard to their levels of agreement in terms of work values influencing corporate travel policy compliance.

H_{3h(alt)}: Generations differ with regard to their levels of agreement in terms of travel needs influencing corporate travel policy compliance.

Finally, after, conducting a factor analysis, some of the factors identified in the literature, were divided into two or more factors. Thus the following factors fall under the corporate related factors: content of the travel policy, communication of the travel policy, business ethics, little control measures, company's control measures, TMC's control measures, organisational injustice and inequality of the travel policy. The following factors fall under the personal related factors: individual morality, self-interest, employee deviance, consequences, traveller satisfaction, job satisfaction and life satisfaction, work values, personal values, travel procedures, trip behaviour, travel needs (general wants and needs and safety and security needs). The final hypotheses to be tested in this study are thus as per the below:

H_{2a(alt)}: Generations differ with regard to their levels of agreement in terms of the content of the travel policy influencing corporate travel policy compliance.

H_{2b(alt)}: Generations differ with regard to their levels of agreement in terms of the communication of the travel policy influencing corporate travel policy compliance.

H_{2c(alt)}: Generations differ with regard to their levels of perceived business ethics influencing corporate travel policy compliance.

H_{2d(alt)}: Generations differ with regard to their levels of agreement in terms of a lack of control measures influencing corporate travel policy compliance that has an influence on travel policy compliance.

H_{2e(alt)}: Generations differ with regard to their levels of agreement in terms of the company's travel policy control measures influencing corporate travel policy compliance.

H_{2f(alt)}: Generations differ with regard to their levels of agreement in terms of TMC control measures influencing corporate travel policy compliance differ.

H_{2g(alt)}: Generations differ with regard to their levels of inequality perceived in the travel policy influencing corporate travel policy compliance.

H_{2h(alt)}: Generations differ with regard to their levels of perceived organisational injustices influencing corporate travel policy compliance.

H_{3a(alt)}: Generations differ with regard to their levels of individual morality influencing corporate travel policy compliance.

H_{3b(alt)}: Generations differ with regard to their levels of self-interest actions influencing corporate travel policy compliance.

H_{3c(alt)}: Generations differ with regard to their levels of employee deviance influencing corporate travel policy compliance.

H_{3d(alt)}: Generations differ with regard to their levels of agreement in terms of consequences of non-compliance influencing corporate travel policy compliance.

H_{3e(alt)}: Generations differ with regard to their levels of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.

H_{3f(alt)}: Generations differ with regard to their levels of agreement in terms of job satisfaction influencing corporate travel policy compliance.

H_{3g(alt)}: Generations differ with regard to their levels of agreement in terms of life satisfaction influencing corporate travel policy compliance.

H_{3h(alt)}: Generations differ with regard to their levels of agreement in terms of work values influencing corporate travel policy compliance.

H_{3j(alt)}: Generations differ with regard to their levels of agreement in terms of personal values influencing corporate travel policy compliance.

H_{3j(alt)}: Generations differ with regard to their levels of agreement in terms of travel procedures influencing corporate travel policy compliance.

H_{3k(alt)}: Generations differ with regard to their levels of agreement in terms of trip behaviour influencing corporate travel policy compliance.

H_{3l(alt)}: Generations differ with regard to their levels of agreement in terms of general wants and needs on a business trip influencing corporate travel policy compliance.

H_{3m(alt)}: Generations differ with regard to their levels of agreement in terms of safety and security needs influencing corporate travel policy compliance on a business trip.

6.5.1 Hypothesis one

In order to establish whether generations differ in terms of their level of compliance with the corporate travel policy, the Pearson Chi-Square test of independence for contingency tables (cross tabulation) (Field, 2013:742) was conducted. Cross-tabulation refers to the comparison of data from two or more groups of variables (Cooper & Schindler, 2001:480).

As previously mentioned, for this research study, compliance was categorised as follows:

- Category 1: Low compliance rate (0% - 85%).
- Category 2: Average compliance rate (86% - 95%).
- Category 3: High compliance rate (more than 96%).

The results of the cross-tabulation between Generation Y, Generation X and the Baby Boomer generation and the level of compliance are presented in Table 6.32 and the results of the chi-square test are presented in Table 6.33.

Table 6.32: Cross tabulation between Generations and Compliance

			Generations			Total
			Gen Y	Gen X	Baby Boomer	
Compliance	Low	Count	4	18	9	31
		% within Generations	8.2%	18.6%	17.3%	15.7%
	Average	Count	7	29	18	54
		% within Generations	14.3%	29.9%	34.6%	27.3%
	High	Count	38	50	25	113
		% within Generations	77.6%	51.5%	48.1%	57.1%
Total	Count	49	97	52	198	
	% within Generations	100.0%	100.0%	100.0%	100.0%	

Source: Author

Table 6.33: Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	11.529 ^a	4	.021
Likelihood Ratio	12.121	4	.016
Linear-by-Linear Association	6.566	1	.010
N of Valid Cases	198		

Source: Author

In Table 6.33 it is evident that the *P*-Value of the Pearson Chi-Square is smaller than the significance level of 0.05 ($P < 0.05$). Thus, there is a relationship between different generational groups and their level of compliance with the travel policy.

Table 6.32 shows that within the Generation Y group of respondents, 8.2% fell in the low compliance group, 14.3% fell in the average compliance group and 77.6% fell in the high compliance group. Within the Generation X group of respondents, 18.6% fell in the low compliance group, 29.9% fell in the average compliance group and 51.5% fell in the high compliance group. Of the Baby Boomer group of respondents, 17.3% fell in the low compliance group, 34.6% fell in the average compliance group and 48.1% fell in the high compliance group. Thus, whereas 77.6% of Generation Y fell in

the high compliance group, only 51.5% of the Generation X group and 48.1% of Baby Boomers group fell in this high compliance group.

From this cross-tabulation, it is evident that different generations differ in terms of their level of compliance with the corporate travel policy. Generation Y showed the highest percentage in the high compliance group, compared to the other generations and the Baby Boomer generation showed the lowest percentage in the high compliance group, compared to the other generations. It can thus be concluded that:

- Baby Boomers comply the least with the corporate travel policy.
- Generation Y is the most compliant with the corporate travel policy.

Based on the results of the cross tabulation, $H_{1(\text{null})}$ can be rejected as it is evident that different generations differ in terms of their level of compliance with the corporate travel policy.

In order to establish whether these differences are inherent to the generation, or due to the generations' current experience with corporate travel and their corporate status, another cross tabulation between compliance levels and employment levels was conducted. However, the results of the Pearsons Chi-Square revealed that the p-value was bigger than the significance level of 0.05 ($P > 0.05$). Thus, there was no relationship between different levels of employment and their level of compliance with the travel policy. It is therefore evident that differences in travel policy compliance rates are inherent to the generation and not due to the corporate traveller's experience with corporate travel (or their corporate status).

6.5.2 Hypothesis two and three

In order to test the sub-hypotheses of hypotheses two and three, an ANOVA test must be conducted to identify if the factors (as identified in the factor analysis) differ between different generations in the workplace.

Table 6.34 displays the descriptive statistics for the different levels of agreement in terms of factors leading to corporate travel policy non-compliance between Generation Y, Generation X and the Baby Boomer generation. It displays the mean score for each of the generations which suggest a difference in their level of agreement towards factors leading to corporate travel policy non-compliance.

Table 6.34: Descriptive statistics of different levels of agreement of factors leading to travel policy non-compliance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		
					Lower Bound	Upper Bound	
Communication	GenY	49	2,7313	0,88923	0,12703	2,4759	2,9868
	GenX	97	2,8057	0,92547	0,09397	2,6192	2,9923
	Baby Boomer	52	2,8073	0,72096	0,09998	2,6066	3,0081
	Total	198	2,7877	0,86352	0,06137	2,6667	2,9088
Content	GenY	49	3,5711	0,71452	0,10207	3,3658	3,7763
	GenX	97	2,8305	1,04802	0,10641	2,6193	3,0417
	Baby Boomer	52	2,6984	0,89433	0,12402	2,4494	2,9474
	Total	198	2,9791	0,99274	0,07055	2,8399	3,1182
Business ethics	GenY	49	2,1412	0,74849	0,10693	1,9262	2,3561
	GenX	97	2,5747	0,79399	0,08062	2,4147	2,7348
	Baby Boomer	52	3,0160	0,80660	0,11186	2,7915	3,2406
	Total	198	2,5833	0,84276	0,05989	2,4652	2,7014
Company control	GenY	49	3,5768	0,96880	0,13840	3,2986	3,8551
	GenX	97	3,5463	1,19580	0,12141	3,3053	3,7873
	Baby Boomer	52	3,8461	0,84576	0,11729	3,6107	4,0816
	Total	198	3,6326	1,06168	0,07545	3,4838	3,7814
TMC control	GenY	49	3,5317	1,21664	0,17381	3,1823	3,8812
	GenX	97	3,1624	1,16455	0,11824	2,9277	3,3971
	Baby Boomer	52	3,2521	1,36843	0,18977	2,8711	3,6331
	Total	198	3,2773	1,23657	0,08788	3,1040	3,4507
Little control	GenY	49	1,8385	0,58732	0,08390	1,6698	2,0072
	GenX	97	1,6944	0,69690	0,07076	1,5540	1,8349
	Baby Boomer	52	1,9360	0,78849	0,10934	1,7165	2,1556
	Total	198	1,7935	0,70169	0,04987	1,6952	1,8919
	GenY	49	1,8772	0,73561	0,10509	1,6659	2,0885

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		
					Lower Bound	Upper Bound	
Organisational injustice	GenX	97	1,8209	0,79962	0,08119	1,6597	1,9820
	Baby Boomer	52	1,9711	0,77079	0,10689	1,7565	2,1857
	Total	198	1,8743	0,77532	0,05510	1,7656	1,9829
Inequality	GenY	49	1,9515	0,92009	0,13144	1,6872	2,2158
	GenX	97	2,3698	1,12850	0,11458	2,1424	2,5973
	Baby Boomer	52	2,5432	1,20493	0,16709	2,2078	2,8787
	Total	198	2,3118	1,11839	0,07948	2,1551	2,4686
Individual morality	GenY	49	1,9316	0,59022	0,08432	1,7621	2,1012
	GenX	97	1,7137	0,67267	0,06830	1,5781	1,8492
	Baby Boomer	52	1,9324	0,77073	0,10688	1,7178	2,1470
	Total	198	1,8251	0,68640	0,04878	1,7289	1,9213
Self-interest	GenY	49	1,8297	0,44458	0,06351	1,7020	1,9574
	GenX	97	1,6936	0,73139	0,07426	1,5462	1,8410
	Baby Boomer	52	1,6958	0,72181	0,10010	1,4949	1,8968
	Total	198	1,7279	0,66869	0,04752	1,6342	1,8216
Consequences	GenY	49	1,9470	0,75718	0,10817	1,7295	2,1645
	GenX	97	2,5058	1,03842	0,10544	2,2965	2,7151
	Baby Boomer	52	2,8241	1,11183	0,15418	2,5146	3,1336
	Total	198	2,4511	1,04240	0,07408	2,3050	2,5972
Deviance	GenY	49	1,8969	0,62895	0,08985	1,7162	2,0776
	GenX	97	1,9905	0,92704	0,09413	1,8036	2,1773
	Baby Boomer	52	2,1837	0,90202	0,12509	1,9326	2,4349
	Total	198	2,0181	0,85854	0,06101	1,8977	2,1384
Traveller satisfaction	GenY	49	3,9304	0,43466	0,06209	3,8056	4,0553
	GenX	97	3,6202	0,87431	0,08877	3,4440	3,7964
	Baby Boomer	52	3,9946	0,58693	0,08139	3,8312	4,1580
	Total	198	3,7953	0,73338	0,05212	3,6925	3,8981
Job satisfaction	GenY	49	3,5414	0,79160	0,11309	3,3140	3,7687
	GenX	97	3,4262	0,79637	0,08086	3,2657	3,5867
	Baby Boomer	52	3,3325	0,88346	0,12251	3,0865	3,5785
	Total	198	3,4301	0,81817	0,05814	3,3154	3,5447
Life satisfaction	GenY	49	4,0868	0,53740	0,07677	3,9324	4,2411
	GenX	97	3,8444	0,66665	0,06769	3,7101	3,9788
	Baby Boomer	52	3,7468	0,70395	0,09762	3,5508	3,9427
	Total	198	3,8787	0,65663	0,04666	3,7867	3,9708

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		
					Lower Bound	Upper Bound	
Work values	GenY	49	4,2830	0,46143	0,06592	4,1505	4,4155
	GenX	97	4,1056	0,63167	0,06414	3,9782	4,2329
	Baby Boomer	52	4,0370	0,48950	0,06788	3,9008	4,1733
	Total	198	4,1315	0,56280	0,04000	4,0526	4,2104
Travel procedure	GenY	49	4,0460	0,66369	0,09481	3,8554	4,2366
	GenX	97	3,4703	0,92996	0,09442	3,2829	3,6577
	Baby Boomer	52	3,6135	0,62394	0,08653	3,4398	3,7872
	Total	198	3,6504	0,82753	0,05881	3,5344	3,7664
Trip behaviour	GenY	49	2,1143	1,01078	0,14440	1,8240	2,4046
	GenX	97	2,4025	1,08177	0,10984	2,1845	2,6205
	Baby Boomer	52	2,2846	0,91102	0,12634	2,0310	2,5383
	Total	198	2,3002	1,02366	0,07275	2,1568	2,4437
General wants and needs	GenY	49	2,6535	0,77071	0,11010	2,4322	2,8749
	GenX	97	2,8647	0,90269	0,09165	2,6828	3,0466
	Baby Boomer	52	2,6746	0,80347	0,11142	2,4509	2,8982
	Total	198	2,7625	0,84798	0,06026	2,6437	2,8813
Safety and security needs	GenY	49	4,0316	1,08687	0,15527	3,7194	4,3438
	GenX	97	4,0180	1,11442	0,11315	3,7934	4,2426
	Baby Boomer	52	4,0317	1,07285	0,14878	3,7330	4,3304
	Total	198	4,0250	1,09135	0,07756	3,8720	4,1780
Personal values	GenY	49	4,0636	0,68867	0,09838	3,8658	4,2614
	GenX	97	3,6275	0,87673	0,08902	3,4508	3,8042
	Baby Boomer	52	3,5373	0,53069	0,07359	3,3895	3,6850
	Total	198	3,7117	0,77806	0,05529	3,6027	3,8208

Source: Author

A one-way ANOVA test was used to determine if there exist statistical significant differences between generations regarding the factors leading to corporate travel policy non-compliance. The results of the ANOVA test are shown in Table 6.35

Table 6.35: Analysis of Variance

		Sum of Squares	df	Mean Square	F	Sig
Communication	Between Groups	0,207	2	0,104	0,138	0,871
	Within Groups	146,688	195	0,752		
	Total	146,895	197			
Content	Between Groups	23,410	2	11,705	13,369	0,000
	Within Groups	170,738	195	0,876		
	Total	194,149	197			
Business ethics	Between Groups	19,323	2	9,662	15,623	0,000
	Within Groups	120,593	195	0,618		
	Total	139,917	197			
Company control	Between Groups	3,245	2	1,623	1,446	0,238
	Within Groups	218,805	195	1,122		
	Total	222,051	197			
TMC control	Between Groups	4,486	2	2,243	1,474	0,232
	Within Groups	296,745	195	1,522		
	Total	301,231	197			
Little control	Between Groups	2,108	2	1,054	2,166	0,117
	Within Groups	94,889	195	0,487		
	Total	96,997	197			
Organisational injustice	Between Groups	0,765	2	0,382	0,634	0,532
	Within Groups	117,656	195	0,603		
	Total	118,420	197			
Inequality	Between Groups	9,472	2	4,736	3,898	0,022
	Within Groups	236,936	195	1,215		
	Total	246,408	197			
Individual morality	Between Groups	2,360	2	1,180	2,544	0,081
	Within Groups	90,455	195	0,464		
	Total	92,815	197			
Self-interest	Between Groups	0,675	2	0,338	0,753	0,472
	Within Groups	87,412	195	0,448		
	Total	88,088	197			
Consequences	Between Groups	19,977	2	9,989	10,036	0,000
	Within Groups	194,083	195	0,995		
	Total					

		Sum of Squares	df	Mean Square	F	Sig
	Total	214,060	197			
Deviance	Between Groups	2,220	2	1,110	1,514	0,223
	Within Groups	142,985	195	0,733		
	Total	145,205	197			
Traveller satisfaction	Between Groups	5,935	2	2,967	5,785	0,004
	Within Groups	100,021	195	0,513		
	Total	105,956	197			
Job satisfaction	Between Groups	1,103	2	0,552	0,823	0,441
	Within Groups	130,767	195	0,671		
	Total	131,871	197			
Life satisfaction	Between Groups	3,140	2	1,570	3,743	0,025
	Within Groups	81,800	195	0,419		
	Total	84,940	197			
Work values	Between Groups	1,654	2	0,827	2,655	0,073
	Within Groups	60,745	195	0,312		
	Total	62,399	197			
Travel procedure	Between Groups	10,886	2	5,443	8,558	0,000
	Within Groups	124,021	195	0,636		
	Total	134,907	197			
Trip behaviour	Between Groups	2,722	2	1,361	1,303	0,274
	Within Groups	203,710	195	1,045		
	Total	206,432	197			
General wants and needs	Between Groups	1,997	2	0,998	1,394	0,251
	Within Groups	139,661	195	0,716		
	Total	141,658	197			
Safety and security needs	Between Groups	0,009	2	0,005	0,004	0,996
	Within Groups	234,628	195	1,203		
	Total	234,638	197			
Personal values	Between Groups	8,339	2	4,170	7,330	0,001
	Within Groups	110,920	195	0,569		
	Total	119,259	197			

Source: Author

Table 6.35 shows that there were differences at the 5% level of significance between the different generations in the following factors leading to corporate travel policy compliance:

- Content
- Business ethics
- Inequality
- Consequences
- Traveller satisfaction
- Life satisfaction
- Travel procedure
- Personal values

In order to determine which specific generational groups differ from each other with regard to the above findings, the multiple comparison test, Tukey HSD (generally used in conjunction with an ANOVA), was used. The result of this test is shown in Table 6.36.

Table 6.36: Turkey HSD Test

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Content	GenY	GenX	.74057*	0,16400	0,000	0,3532	1,1279
		Baby Boomer	.87268*	0,18630	0,000	0,4327	1,3127
	GenX	GenY	-.74057*	0,16400	0,000	-1,1279	-0,3532
		Baby Boomer	0,13211	0,16083	0,690	-0,2477	0,5119
	Baby Boomer	GenY	-.87268*	0,18630	0,000	-1,3127	-0,4327
		GenX	-0,13211	0,16083	0,690	-0,5119	0,2477
Business ethics	GenY	GenX	-.43359*	0,13783	0,005	-0,7591	-0,1081
		Baby Boomer	-.87487*	0,15657	0,000	-1,2446	-0,5051
	GenX	GenY	.43359*	0,13783	0,005	0,1081	0,7591
		Baby Boomer	-.44128*	0,13516	0,004	-0,7605	-0,1221
	Baby Boomer	GenY	.87487*	0,15657	0,000	0,5051	1,2446
		GenX	.44128*	0,13516	0,004	0,1221	0,7605
Inequality	GenY	GenX	-0,41832	0,19319	0,080	-0,8746	0,0380
		Baby Boomer	-.59171*	0,21946	0,021	-1,1100	-0,0734

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
	GenX	GenY	0,41832	0,19319	0,080	-0,0380	0,8746	
		Baby Boomer	-0,17340	0,18945	0,631	-0,6208	0,2740	
	Baby Boomer	GenY	.59171*	0,21946	0,021	0,0734	1,1100	
		GenX	0,17340	0,18945	0,631	-0,2740	0,6208	
	Consequences	GenY	GenX	-.55879*	0,17485	0,005	-0,9717	-0,1458
			Baby Boomer	-.87712*	0,19863	0,000	-1,3462	-0,4080
GenX		GenY	.55879*	0,17485	0,005	0,1458	0,9717	
		Baby Boomer	-0,31833	0,17147	0,154	-0,7233	0,0866	
Baby Boomer		GenY	.87712*	0,19863	0,000	0,4080	1,3462	
		GenX	0,31833	0,17147	0,154	-0,0866	0,7233	
Traveller satisfaction	GenY	GenX	.31024*	0,12552	0,038	0,0138	0,6067	
		Baby Boomer	-0,06418	0,14259	0,894	-0,4009	0,2726	
	GenX	GenY	-.31024*	0,12552	0,038	-0,6067	-0,0138	
		Baby Boomer	-.37442*	0,12309	0,008	-0,6651	-0,0837	
	Baby Boomer	GenY	0,06418	0,14259	0,894	-0,2726	0,4009	
		GenX	.37442*	0,12309	0,008	0,0837	0,6651	
Life satisfaction	GenY	GenX	0,24235	0,11351	0,086	-0,0257	0,5104	
		Baby Boomer	.34000*	0,12895	0,024	0,0355	0,6445	
	GenX	GenY	-0,24235	0,11351	0,086	-0,5104	0,0257	
		Baby Boomer	0,09765	0,11132	0,655	-0,1653	0,3606	
	Baby Boomer	GenY	-.34000*	0,12895	0,024	-0,6445	-0,0355	
		GenX	-0,09765	0,11132	0,655	-0,3606	0,1653	
Travel procedure	GenY	GenX	.57570*	0,13977	0,000	0,2456	0,9058	
		Baby Boomer	.43249*	0,15878	0,019	0,0575	0,8075	
	GenX	GenY	-.57570*	0,13977	0,000	-0,9058	-0,2456	
		Baby Boomer	-0,14321	0,13707	0,550	-0,4669	0,1805	
	Baby Boomer	GenY	-.43249*	0,15878	0,019	-0,8075	-0,0575	
		GenX	0,14321	0,13707	0,550	-0,1805	0,4669	
Personal values	GenY	GenX	.43615*	0,13218	0,003	0,1240	0,7483	
		Baby Boomer	.52638*	0,15016	0,002	0,1717	0,8810	
	GenX	GenY	-.43615*	0,13218	0,003	-0,7483	-0,1240	
		Baby Boomer	0,09024	0,12963	0,766	-0,2159	0,3964	
	Baby Boomer	GenY	-.52638*	0,15016	0,002	-0,8810	-0,1717	
		GenX	-0,09024	0,12963	0,766	-0,3964	0,2159	

*The mean difference is significant at the 0.05 level

Source: Author

Table 6.36 displays the mean score for each of the generations which suggest a difference in their level of agreement towards factors leading to corporate travel policy non-compliance. These differences are summarised below:

Content differed between,

- Generation Y ($M = 3.5711$) and Generation X ($M = 2.8305$), ($p = 0.000$) indicating that Generation Y was more in agreement that the content in the travel policy could lead to corporate travel policy non-compliance than Generation X.
- Generation Y ($M = 3.5711$) and Baby Boomers ($M = 2.6984$), ($p = 0.000$) indicating that Generation Y was more in agreement that the content in the travel policy could lead to corporate travel policy non-compliance than the Baby Boomer generation.

Business ethics differed between,

- Generation Y ($M = 2.1412$) and Generation X ($M = 2.5747$), ($p = 0.005$) indicating that Generation X was more in agreement that (a lack of) business ethics could lead to corporate travel policy non-compliance than Generation Y.
- Generation Y ($M = 2.1412$) and Baby Boomers ($M = 3.0160$), ($p = 0.000$) indicating that Baby Boomers were more in agreement that (a lack of) business ethics could lead to corporate travel policy non-compliance than Generation Y.
- Generation X ($M = 2.5747$) and Baby Boomers ($M = 3.0160$), ($p = 0.004$) indicating that Baby Boomers were more in agreement that (a lack of) business ethics could lead to corporate travel policy non-compliance than Generation X.

Inequality differed between,

- Generation Y ($M = 1.9515$) and Baby Boomers ($M = 2.5432$), ($p = 0.021$) indicating that Baby Boomers were more in agreement that inequality of the travel policy rules could lead to corporate travel policy non-compliance than Generation Y.

Consequences differed between,

- Generation Y ($M = 1.9470$) and Generation X ($M = 2.5058$), ($p = 0.005$) indicating that Generation X was more in agreement that the perceived (lack of)

consequences of policy violation could lead to corporate travel policy non-compliance than Generation Y.

- Generation Y ($M = 1.9470$) and Baby Boomers ($M = 2.8241$), ($p = 0.000$) indicating that Baby Boomers were more in agreement that the perceived (lack of) consequences of policy violation could lead to corporate travel policy non-compliance than Generation Y.

Traveller satisfaction differed between,

- Generation Y ($M = 3.9304$) and Generation X ($M = 3.6202$), ($p = 0.038$) indicating that Generation Y was more in agreement that traveller (dis)satisfaction could lead to corporate travel policy non-compliance than Generation X.
- Generation X ($M = 3.9304$) and Baby Boomers ($M = 3.9946$), ($p = 0.008$) indicating that Baby Boomers were more in agreement that traveller (dis)satisfaction could lead to corporate travel policy non-compliance than Generation X.

Life satisfaction differed between,

- Generation Y ($M = 4.0868$) and Baby Boomers ($M = 3.7468$), ($p = 0.024$) indicating that Generation Y was more in agreement that life (dis)satisfaction could lead to corporate travel policy non-compliance than Generation Baby Boomers.

Travel procedures differed between,

- Generation Y ($M = 4.0460$) and Generation X ($M = 3.4703$), ($p = 0.000$) indicating that Generation Y was more in agreement that travel procedures could lead to corporate travel policy non-compliance than Generation X.
- Generation Y ($M = 4.0460$) and Baby Boomers ($M = 3.6135$), ($p = 0.019$) indicating that Generation Y was more in agreement that travel procedures could lead to corporate travel policy non-compliance than Generation Baby Boomers.

Personal values differed between,

- Generation Y ($M = 4.0636$) and Generation X ($M = 3.6275$), ($p = 0.003$) indicating that Generation Y was more in agreement that personal values could lead to corporate travel policy non-compliance than Generation X.
- Generation Y ($M = 4.0636$) and Baby Boomers ($M = 3.5373$), ($p = 0.002$) indicating that Generation Y was more in agreement that personal values could lead to corporate travel policy non-compliance than Baby Boomers.

In terms of Generation Y, these results indicate that firstly, Generation Y corporate travellers were more in agreement than Generation X and the Baby Boomer generation, that if the **content** of the travel policy is unclear, if the corporate travellers are not comfortable with the **travel procedures** and if the corporate travellers have low **personal values**, it could lead to policy violation. Secondly, Generation Y corporate travellers were more in agreement than Generation X that if corporate travellers **are not satisfied while on a business trip**, it could lead to policy violation. Finally, Generation Y corporate travellers were more in agreement than the Baby Boomer generation that if corporate travellers are **not satisfied in their personal lives**, it could lead to policy violation.

In terms of Generation X, the results indicate that Generation X corporate travellers were more in agreement than Generation Y that if there are no **consequences** for violating the travel policy, it could lead to policy violation.

In terms of the Baby Boomer generation, the results indicate that firstly, Baby Boomers were more in agreement than Generation Y that if the company has low **business ethics**, if there are any **inequalities** within the policy and if there are no **consequences** for violating the policy, it could lead to policy violation. Secondly, Baby Boomers were more in agreement than Generation X that if the corporate travellers are **not satisfied while on a business trip**, it could lead to policy violation.

Based on the ANOVA test that was conducted (Table 6.35), there were differences at the 5% level of significance between the different generations in the following factors leading to corporate travel policy compliance: Content, business ethics, inequality, consequences, traveller satisfaction, life satisfaction, travel procedure and personal

values. Thus, the researcher can conclude that the below null hypotheses can be rejected.

H_{2a(null)}: Generations do not differ in their level of agreement in terms of the content of the travel policy influencing corporate travel policy compliance.

H_{2c(null)}: Generations do not differ in their level of agreement of business ethics influencing corporate travel policy compliance.

H_{2g(null)}: Generations do not differ in their level of agreement of inequality perceived in the travel policy influencing corporate travel policy compliance.

H_{3d(null)}: Generations do not differ in their level of agreement in terms of consequences of non-compliance influencing corporate travel policy compliance.

H_{3e(null)}: Generations do not differ in their level of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.

H_{3g(null)}: Generations do not differ in their level of agreement in terms of life satisfaction influencing corporate travel policy compliance.

H_{3i(null)}: Generations do not differ in their level of agreement in terms of personal values influencing corporate travel policy compliance.

H_{3j(null)}: Generations do not differ in their level of agreement in terms of travel procedures influencing corporate travel policy compliance.

6.6 MULTIPLE LINEAR REGRESSION

A linear regression analysis was conducted to test whether a relationship exists between the dependent variable (level of compliance) and the independent variables (factors leading to corporate travel policy non-compliance). Table 6.37 provides an overview of the linear regression analysis.

Table 6.37: Regression analysis

	Standardized Coefficients	Sig
	B	
(Constant)		.000
Communication	-.088	.308
Content	-.028	.746
Business ethics	-.142	.150
Company control	-.027	.721
TMC control	.034	.648
Little control	-.013	.887
Organisational injustice	.226	.040
Inequality	-.420	.000
Individual morality	-.045	.656
Self-interest	-.042	.683
Consequences	-.010	.904
Deviance	-.001	.992
Traveller satisfaction	.196	.009
Job satisfaction	-.098	.202
Life satisfaction	-.080	.298
Personal values	-.287	.003
Work values	.243	.013
Travel procedure	-.059	.403
Trip behaviour	.057	.452
General wants and needs	-.080	.326
Safety and security needs	-.005	.953
Adjusted R²	.275	
F (p value) for regression model	4.683(.000)	
Note: Standardized Beta-coefficients are presented. *p < 0.05, **p < 0.01		

Source: Author

The results of the regression analysis indicate that:

- The adjusted R² value is moderate (0.275) and shows that some of the variations in the dependent variable, policy compliance, can be explained by the

independent variables which are the factors leading to corporate policy non-compliance.

- The F test for regression is statistically significant, i.e. the beta coefficient differs significantly from zero – $P < 0.05$.
- The standardised beta values and associated significance indicate that organisational injustice ($P = .040$), inequality ($P = .000$), traveller satisfaction ($P = .009$), personal values ($P = .003$) and work values ($P = .013$) variables were statistically significant predictors of policy compliance at the 5% level of significance.

Therefore, it is evident that inequality has the strongest relationship ($\beta = -.420$) with level of compliance which was negative indicating that a higher level of agreement on inequality would lead to a lower level of compliance. Higher levels of personal values were also indicated to be related to lower levels of compliance ($\beta = -.287$). Organisational injustice ($\beta = .226$), traveller satisfaction ($\beta = .196$), and work values ($\beta = .243$), were all positively related to level of compliance.

A surprising result in the regression analysis is the fact that organisational injustice was positively related to level of compliance. The items for organisational injustice are as per the below:

- I sometimes break the rules of the travel policy because I believe that my organisation owes me extra compensation for the time and hassle involved with business travel.
- I sometimes break the rules of the travel policy because I have been treated inequitably by my organisation.
- I will break the rules of the corporate travel policy if the rules keep me from doing my job well.
- I will break the rules of the corporate travel policy if it will make my job easier
- It seems that for my company, cost saving is more important than traveller convenience.

One would assume that if respondents agreed with the items measuring organisational injustice that it would result in a low compliance rate, thus indicating that organisational injustice would have a negative relationship with level of compliance. A possible explanation for this result could be that when respondents were asked what their percentage of compliance is with their company's travel policy, corporate travellers had to evaluate themselves and thus gave their answer based on their own perceptions. The positive relationship between organisational injustice and the level of compliance could thus possibly indicate that although corporate travellers agree with the items of organisational injustice leading to policy non-compliance, they also believe they have a high compliance rate. Therefore, it could be that they believe their actions (with regard to organisation injustice) are warranted and do not qualify as policy non-compliance.

6.7 SUMMARY OF RESULTS

In the preceding sections, various data analysis techniques were used to meet some of the objectives of the study. Table 6.38 below provides a summary of the main results from the exploratory factor analysis, cross-tabulation and ANOVA test.

Table 6.38: Summary of results

Objective	Analysis technique	Results	
To identify factors that have an influence on travel policy non-compliance.	Exploratory Factor Analysis	<p><i>Corporate related factors</i></p> <ul style="list-style-type: none"> Content Communication Business ethics Little control measures Company's control measures TMC's control measures Organisational injustice Inequality of the travel policy 	<p><i>Personal related factors</i></p> <ul style="list-style-type: none"> Individual morality Self-Interest Employee deviance Consequences Traveller satisfaction Job satisfaction Life satisfaction Work values Personal values Travel procedures Trip behaviour General wants and needs Safety and security needs
To measure if travel policy compliance differs between generations.	Cross-tabulation	<p>Baby Boomers comply the least with the corporate travel policy. Generation Y is the most compliant with the corporate travel policy.</p>	

Objective	Analysis technique	Results
<p>To investigate whether the factors leading to travel policy non-compliance, differ between the generations in the workplace.</p>	<p>ANOVA</p>	<p>Generation Y corporate travellers were more in agreement than Generation X and the Baby Boomer generation, that if the content of the travel policy is unclear if the corporate travellers are not comfortable with the travel procedures and if the corporate travellers have low personal values, it could lead to policy violation. Secondly, Generation Y corporate travellers were more in agreement than Generation X that if corporate travellers are not satisfied while on a business trip, it could lead to policy violation. Finally, Generation Y corporate travellers were more in agreement than the Baby Boomer generation that if corporate travellers are not satisfied in their personal lives, it could lead to policy violation.</p> <p>Generation X corporate travellers were more in agreement than Generation Y that if there are no consequences for violating the travel policy, it could lead to policy violation.</p> <p>Baby Boomers were more in agreement than Generation Y that if the company has low business ethics if there are any inequalities within the policy and if there are no consequences for violating the policy, it could lead to policy violation. Secondly, Baby Boomers were more in agreement than Generation X that if the corporate travellers are not satisfied while on a business trip, it could lead to policy violation.</p>

Source: Author

6.8 CONCLUSION

In chapter six, the results of the research study were shared. Firstly, the descriptive results were illustrated in figures and the results were discussed. Secondly, a factor analysis was done in order to test if the corporate related factors and personal related factors, as identified in the literature, differed between different generations. After conducting the factors analysis, some of the factors identified in the literature were split into two or more factors.

In the factor analysis, it was established that almost all of the scales used in the questionnaire showed internal consistency as the Cronbach Alpha score for these scales were above the recommended 0.6 score. The travel procedures factor had a Cronbach Alpha score of 0.598 which is only 0.002 below the acceptable score. Therefore, it was decided to include this factor in the data analysis. A Pearson's correlation coefficient was then computed to evaluate the relationship between the above-mentioned factors leading to corporate travel policy compliance.

The three hypotheses of the research study were then tested by conducting an ANOVA test and doing a cross-tabulation of the level of compliance and the different generational groups. The results of the ANOVA test showed that the content, business ethics, inequality, consequences, traveller satisfaction, life satisfaction, travel procedures and personal values factors differed between different generations in terms of factors leading to travel policy non-compliance. The results of the cross tabulation concluded that Baby Boomers comply the least with the corporate travel policy and Generation Y is the most compliant with the corporate travel policy.

A linear regression analysis was then conducted to test whether a relationship exists between the dependent variable (level of compliance) and the independent variables (factors leading to corporate travel policy non-compliance). The results of the regression analysis showed that organisational injustice, inequality, traveller satisfaction, personal values and work values, were statistical significant predictors of the level of compliance.

The researcher will conclude the research study in chapter seven by discussing the research objectives that were met as well as the managerial implications of the study. In this final chapter, the limitations of the research study are identified and recommendations are made for future research.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

The main purpose of this study was to conduct a generational analysis of corporate travel policy compliance to ascertain whether the factors leading to corporate travel policy non-compliance differ among generations in the workplace.

In this final chapter, the researcher will discuss how each of the objectives of the research study was met and provide an answer to the research problem of the study with recommendations. Furthermore, the managerial implications of the research study will be discussed, limitations of the study will be identified and recommendations are made for future research studies.

7.2 DISCUSSION OF RESULTS

The research objectives for the study were:

- To discuss the role of the travel policy in corporate travel management.
- To identify factors that have an influence on travel policy non-compliance.
- To identify the work values and travel needs of different generations in the workplace in the context of travel policy compliance/non-compliance.
- To assess the propensity of corporate travellers to comply with their organisation's travel policy.
- To measure if travel policy compliance differs between generations.
- To investigate whether the factors leading to travel policy non-compliance, differ between the generations in the workplace.

7.2.1 To discuss the role of the travel policy in corporate travel management

The first objective of the research study was achieved through the literature review. It was established that the primary purpose of the corporate travel policy is to implement common rules and administrative procedures (Gustafson, 2012:278). The purpose of these rules and procedures is to take control of the travel cost of a company and to ensure the safety and security of corporate travellers while on a business trip (Travel leaders, 2017).

Some of the results of this research study show that improvements in terms of the travel policies are necessary in order to ensure that it fulfils the primary purpose as identified by Gustafson (2012:278). The results of question 19 showed that more than a quarter of corporate travellers feel that their TMC will sometimes make a booking when it is out of policy, while less than a half of TMCs will inform a corporate traveller if he/she made a booking that is out of policy. As the purpose of the rules and procedures in a travel policy is to take control of the cost of the company, it can only be effective if the TMC assists the corporate travellers to comply with the rules of the travel policy. Therefore, travel managers can indicate in the rules and procedures of the travel policy that TMCs are not allowed to make any bookings for any corporate traveller, that is not in line with the policy and if corporate travellers make any bookings themselves, TMCs should inform them if they made a booking that is not in line with the policy. As identified in the literature, custom-designed self-booking tools could be a possible solution to these two problems. Custom-designed self-booking systems allow for a “technology partnership” between the travel management companies, suppliers and the organisations (Douglas & Lubbe, 2009:108). By making use of the custom-designed self-booking system, travel management companies can keep track of employee bookings and report any misbehaviour to the employee’s travel manager.

Furthermore, the results of question 20 revealed that almost a quarter of corporate travellers feel that their organisations are insensitive to their safety needs when they travel for business purposes. This is quite concerning, as another purpose of the rules and procedures in a travel policy is to ensure the safety and security of corporate

travellers on a business trip. These results are in line with a study conducted by International SOS and Control risk. This study found that only 33% of organisations include cybersecurity regulations within their policies, 26% include considerations for female travellers, 10% and 11% included support for disabilities and mental health issues respectively, only 9% include considerations for LBGQTQ (lesbian, bisexual, gay, transgender and queer), 18% cover bleisure travel and 14% cover shared economy services (Travel & Meetings, 2019). Travel & Meetings (2019) states that organisations should constantly update their travel policies in terms of the safety and security regulations in order to keep up with the modern workforce needs. Furthermore, PSCM Solutions owner, Alan Reid, states that when it comes to duty of care and all health, safety and environmental related matters, all levels of employees should be given the same level of support and peace of mind (Travel & Meetings, 2019). Therefore, travel managers should put in more effort to not only ensure the safety of their corporate travellers but to make all corporate travellers feel that they are in fact safe when they travel on behalf of the organisation.

One of the success elements of a travel policy is to have effective control measures in place to monitor the compliance of the rules and guidelines set out in the travel policy (Wint & Avish in Douglas, 2008:55). It seems that most of the respondents' companies have good control measures in place as 42% of the respondents stated in question 14 that they believe their company has a high control travel policy and 47% stated that they believe their company has a medium control policy.

According to Wint and Avish (in Douglas, 2008:55), it is important for travel managers to constantly communicate the travel policy to the travellers. Even if the rules and guidelines are clearly defined within a travel policy, it will all be for nothing if the travellers are not aware of the travel policy and its content. According to the results of this study, this is also another aspect companies can pay more attention to. The results of question 15 revealed that 32% and 12% of respondents stated that they have an average and poor understanding of their company's corporate travel policy. This result is not surprising as, in question 16, more than a quarter of corporate travellers said that the main form of communication of their companies' travel policies is through word of mouth and 7% said that there is no communication of the travel policy. If corporate

travellers do not know about the travel policy, then they are unlikely to comply with the rules and regulations of the travel policy.

7.2.2 To identify factors that have an influence on travel policy non-compliance

The second objective of the research study was met by identifying existing factors in the literature and then conducting a factor analysis on the data. In the literature review the researcher identified the corporate related factors (content and communication of the policy, policy control measures, business ethics and organisational injustice) and personal related factors (the traveller's individual morality, the self-interest actions of a traveller, satisfaction of the traveller's job, personal life and business trip conditions and employee deviance) (Douglas, 2008:97). However, according to PhocusWire (2018), the corporate travel industry is constantly changing. The main drivers behind all these changes in the corporate travel industry are Generation Y corporate travellers, however, this is not the only generation responsible for all the changes (PhocusWire, 2018). Corporate travellers' travel behaviours across all generations are changing (PhocusWire, 2018). Due to the fact that the corporate travel industry has changed in the last 11 years since Douglas' (2008) study, other factors that could lead to different generations violating the corporate travel policy were also identified in the literature. Two additional factors were then also identified as factors leading to corporate travel policy non-compliance: work values and travel needs. These work values and travel needs can be controlled by the corporate traveller, therefore, these two factors are classified under the personal related factors that lead to corporate travel policy non-compliance.

The factor analysis confirmed that some factors were indeed unidimensional, such as business ethics, individual morality, self-interest, traveller satisfaction, job satisfaction and life satisfaction; while other factors were split up into two or more factors. Therefore, the corporate related factors and personal related factors that lead to corporate travel policy non-compliance, identified in this study are summarised in Table 7.1 below.

Table 7.1: Corporate and personal related factors leading to corporate travel policy non-compliance

Corporate related factors	Personal related factors
Content	Individual morality
Communication	Self-Interest
Business ethics	Employee deviance
Little control measures	Consequences
Company's control measures	Traveller satisfaction
TMC's control measures	Job satisfaction
Organisational injustice	Life satisfaction
Inequality of the travel policy	Work values
	Personal values
	Travel procedures
	Trip behaviour
	General wants and needs
	Safety and security needs

Source: Author

Furthermore, a multiple linear regression analysis was conducted to test which of these identified factors influence policy compliance by establishing whether a relationship exists between the dependent variable (level of compliance) and the independent variables (factors leading to corporate travel policy non-compliance). The results of the regression analysis showed that organisational injustice, inequality, traveller satisfaction, personal values and work values, were statistical significant predictors of the level of compliance. These results differ slightly from what Douglas (2008:217) found in her research study. Douglas' results also revealed that organisational injustice (and therefore also inequality) was a statistically significant predictor of the level of compliance. However, she did not find traveller satisfaction, personal values and work values as statistically significant predictors of the level of compliance. Douglas did not look at work values and personal values as factors in her study, therefore, these factors could not be significant predictors of the level of compliance. A possible reason for the significance of traveller satisfaction in this study but not the study of Douglas is the fact that Douglas' study was conducted more than ten years ago and as mentioned before, the corporate travel industry and the needs of corporate travellers on a business trip are constantly changing. In the past, corporate travellers just wanted to get to their destination as efficiently as possible, attend their meetings, sleep in a comfortable hotel and return safely (PhocusWire, 2018). This is still the case, however, the elements in each of these stages of the business trip are changing. Today, corporate travellers want to change their business

trip into a bleisure trip, they want to choose their own ground transportation such as Uber, they want to book their own airline tickets and seats and some travellers want to stay in shared accommodation facilities such as Airbnb.

7.2.3 To identify the work values and travel needs of different generations in the workplace in the context of policy compliance/non-compliance

The third objective of the research study was also met through a literature review. Benckendorff *et al.* (2010), Collingridge (2016), Forbes (2015) and Kapoor and Solomon (2011), identified various work values and travel needs of Generation Y, Generation X and the Baby Boomer generation. The main characteristics in terms of work values and travel needs of the different generational groups are summarised in Table 7.2.

Table 7.2: Characteristics of Generation Y, Generation X and the Baby Boomer generation

	Baby Boomers	Generation X	Generation Y
Work Values	Value material success	Don't like rules and question authority	Do not get along with co-workers
	Workaholics who sacrifice their personal life for work	Independent	Risk takers
	Increased need for social approval		High expectation of the workplace
			Do not take responsibility for their mistakes
			Expect immediate rewards
			Embraces technology
			Comfortable with change
Travel needs	Comfortable with expense reporting	Want premium quality products and services	Want an option of various suppliers to choose from

	Want more control over the booking process	Want more control over the booking process	Use their own technological tools to make bookings
--	--	--	--

Source: Author

In this research study, questions 28 – 30 were asked to identify the work values and travel needs of corporate travellers.

When compared to the work values identified by Kapoor and Solomon (2011) and Hansen and Leuty (2012), the results of this research study showed that more than 90% of corporate travellers value monetary rewards and more than half of the corporate travellers sacrifice their personal life for work. These results show that it is thus not only Baby Boomers who value material success (Hansen & Leuty, 2012:35) and who sacrifice their personal life for work (Kapoor & Solomon, 2011:309). If corporate travellers sacrifice their personal life for work it might lead to these travellers resenting their organisation and thus not caring if they violate the travel policy.

More than a quarter of corporate travellers are not satisfied with the rules in the workplace and almost 90% of travellers prefer to work alone. These results correspond with the characteristics of Generation X as identified by Kapoor and Solomon (2011). If corporate travellers do not like the rules of their companies, they might also not like the rules set out in the travel policy, which might lead to these employees not abiding by the rules of the travel policy.

Ninety-five percent of respondents get along with their co-workers, more than 50% admitted that in order to do their job well, they sometimes take risks that might harm their companies, more than 80% of corporate travellers have a high expectation of their workplace, 95% of travellers take responsibility when they make a mistake, three quarters of respondents like immediate rewards, 94% of respondents embrace technology and 84% are comfortable with change. These results again show that it might not only be Generation Y corporate travellers that have these characteristics (Twenge & Campbell, 2007 and Kapoor & Solomon, 2011) as in every case it was more than 50% of corporate travellers indicating that they have these particular work value characteristics. If corporate travellers feel that they need to take certain risks in

order to do their jobs well, it might result in these corporate travellers taking risks while on a business trip which may lead to corporate travel policy non-compliance.

The results of this research study showed that 85% of corporate travellers are comfortable with expense reporting. This high percentage thus indicates that it might not only be the Baby Boomer generation who are comfortable with expense reporting, as identified by Collingridge (2016), but also generations X and Y. The results also showed that only 34% of corporate travellers feel that it is important to be able to make their own bookings. Therefore, most of these corporate travellers do not mind TMCs arranging their business trip for them. Thus, travel managers can have more control over their company's travel costs by making bookings for their corporate travellers with the suppliers where the company has negotiated rates with. Only a quarter of respondents stated that flying business or first class is important to them, however, almost half of the respondents stated that it is important to stay in high-end accommodation establishments while on a business trip. If there are no high-end accommodation establishments to choose from within the travel policy, this might lead to corporate travellers violating the travel policy by booking themselves in at high accommodation establishments. More than 80% of respondents said that the safety and security of transportation and accommodation suppliers are important aspects while on a business trip. More than 50% of travellers want to use their own technological tools to book their business trips and more than 50% of travellers want various transportation and accommodation options to choose from when going on a business trip. These high percentages again indicate that it might not only be Generation X corporate travellers who want premium quality products and services that are safe to use (Benckendorff *et al.*, 2010:29) and that it might not only be Generation Y corporate travellers who want to use their own technological tools to book a trip or have various options to choose from (Forbes, 2015 and Benckendorff *et al.*, 2010:29).

7.2.4 To assess the propensity of corporate travellers to comply with their organisation's travel policy

The fourth objective of the research study was met by firstly, asking the respondents of the study to identify their approximate percentage (%) of compliance with the travel policy (a percentage between 0% = never comply 100% always comply). The results showed that most travellers (58.4%) have a high compliance rate of more than 96%. However, 20.3% and 21.1% of respondents have a low (0% - 85%) and average (86% - 95%) compliance rate. In other words, more than 40% of travellers are non-compliant. These results differ only slightly to what Douglas (2008:172) found in her study. Douglas (2008:172) found that 16% of her respondents fell in the low compliance group, 41% in the medium compliance group and 43% in the high compliance group.

Secondly, respondents were asked how frequently they experience problems in general in complying with the travel policy. The results of question 10 showed that only 30% of respondents said that they never have any problems with complying with the travel policy. Forty-eight percent said that they rarely experience any problems with complying with their organisation's travel policy and 15% said that they sometimes do have problems with complying with the travel policy. Five percent and 2% admitted that they mostly and always have problems with complying with their organisation's travel policy. These results also only differ slightly to what Douglas (2008:171) found in her study. Douglas (2008:171) found that 17% of corporate travellers never experience any problems with complying with the travel policy, 57% rarely experience problems with complying, 21% sometimes experience problems, and only 2% and 3% also admitted that they always and most of the time experience problems with complying with the travel policy.

Thirdly, it was found in the results of question 12 that more than a quarter of corporate travellers said that most of the time they find it difficult to comply with the travel policy in the area of choice of accommodation establishment and 11.5% of corporate travellers mentioned that they always find it difficult to comply with the travel policy in the area of meals and entertainment. These results are in line with the areas Lubbe

(2003:31) identified in which corporate travellers are non-compliant. Lubbe (2003:316) found that the main areas of policy non-compliance are meals expenditure, entertainment, and airline and accommodation expenditure.

Finally, question 27 asked respondents to give their opinions on what management can change in the travel policy in order for them to be more policy compliant. There were only 60 clear answers to this question. The top nine answers of this question are as per the below:

- There should be better communication of the travel policy.
- The needs of the corporate travellers should be taken into consideration when creating the travel policy.
- The policy should be more flexible.
- The rules and procedures should be clearly defined.
- The travel policy should be fair to all levels of employees.
- Corporate travellers want to choose their own flights and accommodation establishments.
- The daily spending allowance should be increased.
- Corporate travellers should be able to fly business class for long haul flight.
- There should be more accommodation and flight options to choose from.

These answers are quite interesting, as they are in line with some of the factors that lead to corporate travel policy non-compliance such as, the content and communication of the travel policy, traveller satisfaction and inequality of the travel policy.

7.2.5 To measure if travel policy compliance differs between generations

In order to establish whether generations differ in terms of their level of compliance with the corporate travel policy, a cross-tabulation was conducted. The cross-tabulation revealed that 77.6% of Generation Y fell in the high compliance group,

51.5% of the Generation X group fell in this group, and only 48.1% of Baby Boomers fell in the high compliance group.

It is therefore evident that different generations differ in terms of their level of compliance with the corporate travel policy. It can thus be concluded that:

- Baby Boomers comply the least with the corporate travel policy.
- Generation Y is the most compliant with the corporate travel policy.

This result is very interesting as it was found in the literature that managers of today have come to the realisation that *younger* employees are vastly different than the employees hired before them (Twenge & Campbell 2007:862). In today's workforce change is inevitable, and according to Twenge and Campbell (2007:862), one of the more difficult changes for employers occurs when they hire new employees, who are much *younger* than the generations who first entered the workforce. It was also found in the ANOVA test that there are more factors Generation Y respondents were in agreement with, than other generations, that these factors could lead to them violating the travel policy. However, the results of the cross-tabulation show that it is not, in fact, the younger generation (Generation Y), but rather Baby Boomer corporate travellers that are the least compliant generation. On the other hand, it is important to note that when respondents were asked what their percentage of compliance is with their company's travel policy, corporate travellers had to evaluate themselves and thus gave their answer based on their own perceptions. It was found in the literature that Generation Y individuals believe that they are always right (VanMeter *et al.*, 2013:95) and they are more "external in their control of beliefs" compared to the generations before them (Twenge & Campbell 2007:869). This means that younger employees are less likely to take responsibility for their own wrongdoings and would rather blame others and circumstances for the things that go wrong. Thus, the above results may merely be due to the fact that Generation Y corporate travellers do not want to admit that they do not comply with the travel policy and thus take responsibility for their actions.

7.2.6 To investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace

The fifth objective of the research study was to investigate whether the factors leading to travel policy non-compliance, differ between the different generations in the workplace. This objective was met by conducting an ANOVA test. The results of the ANOVA test showed that there were differences at the 5% level of significance between the different generations in the following factors leading to corporate travel policy compliance:

- Content
- Business ethics
- Inequality
- Consequences
- Traveller satisfaction
- Life satisfaction
- Travel procedure
- Personal values

In order to determine which specific generational groups differ from each other with regard to the above findings the Tukey HSD Test (generally used in conjunction with an ANOVA) was used. The results of this test showed in terms of Generation Y, that this generation was more in agreement than Generation X and the Baby Boomer generation, that if the **content** of the travel policy is unclear, if the corporate travellers are not comfortable with the **travel procedures** and if the corporate travellers have low **personal values**, it could lead to policy violation. Secondly, Generation Y corporate travellers were more in agreement than Generation X that if corporate travellers **are not satisfied while on a business trip**, it could lead to policy violation. Finally, Generation Y corporate travellers were more in agreement than the Baby Boomer generation that if corporate travellers are **not satisfied in their personal lives**, it could lead to policy violation.

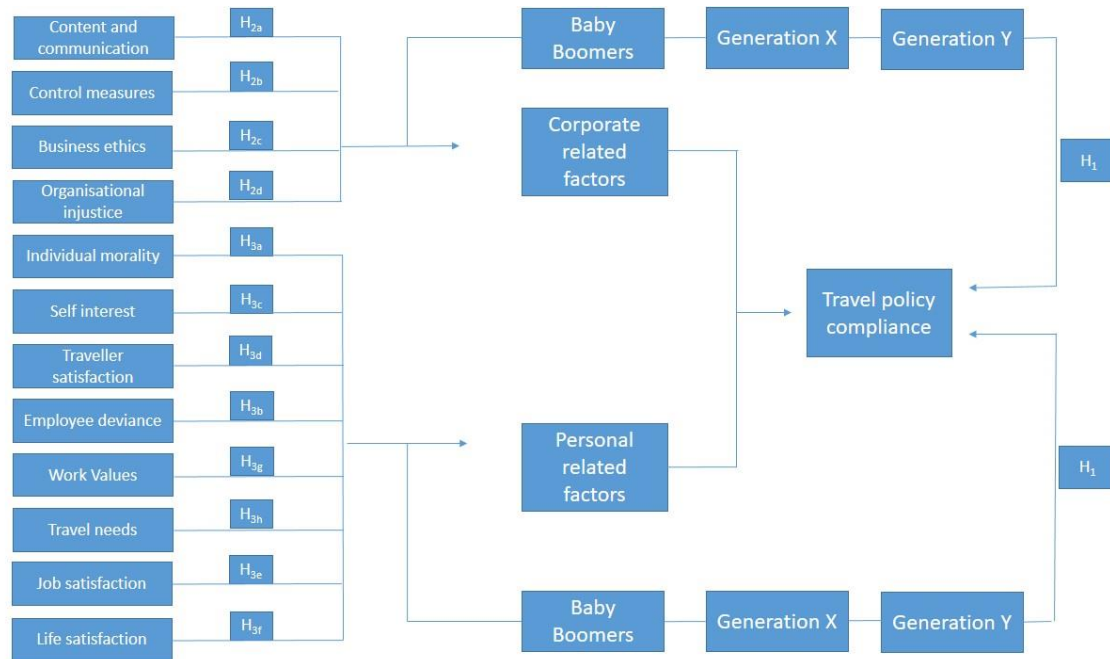
In terms of Generation X, the results indicate that Generation X corporate travellers were more in agreement than Generation Y that if there are no **consequences** for violating the travel policy, it could lead to policy violation.

In terms of the Baby Boomer generation, the results indicate that firstly, Baby Boomers were more in agreement than Generation Y that if the company has low **business ethics**, if there are any **inequalities** within the policy and if there are no **consequences** for violating the policy, it could lead to policy violation. Secondly, Baby Boomers were more in agreement than Generation X that if the corporate travellers are **not satisfied while on a business trip**, it could lead to policy violation.

As seen above, all six objectives of the research study were successfully met. Thus the main purpose of the research study, which was to conduct a generational analysis of corporate travel policy compliance to ascertain whether the factors leading to corporate travel policy non-compliance differ among different generations in the workplace, was met. As seen above, even though all factors leading to corporate travel policy non-compliance do not differ between different generations, there are a few factors that do in fact differ between the different generations.

Furthermore, in the conclusion of the literature review, the researcher created a conceptual model which illustrated all the constructs that were to be measured in the empirical phase of the study (Figure 7.1). This model depicted the relationships that exist between the factors leading to corporate travel policy compliance and the different generations in the workplace.

Figure 7.1: Conceptual model



Source: Author

However, based on the results of the research study, this model should be adapted. Firstly, after conducting a factor analysis, some of the factors that were identified in the literature review were split into two or more factors. Secondly, it was found in the ANOVA test only certain factors leading to corporate travel policy compliance differ between different generations. Some generations were more in agreement than others that certain factors could lead to policy non-compliance. Table 7.3 below identifies which null hypotheses were rejected based on the results of the ANOVA test.

Table 7.3: Hypotheses rejected

Hypotheses	Rejected Yes/No
H _{2a(null)} : Generations do not differ in their level of agreement in terms of the content of the travel policy influencing corporate travel policy compliance.	Yes
H _{2b(null)} : Generations do not differ in their level of agreement in terms of the communication of the travel policy influencing corporate travel policy compliance.	No
H _{2c(null)} : Generations do not differ in their level of agreement of business ethics influencing corporate travel policy compliance.	Yes
H _{2d(null)} : Generations do not differ in their level of agreement in terms of a lack of control measures influencing corporate travel policy compliance that has an influence on travel policy compliance.	No

Hypotheses	Rejected Yes/No
H _{2e(null)} : Generations do not differ in their level of agreement in terms of the company's travel policy control measures influencing corporate travel policy compliance.	No
H _{2f(null)} : Generations do not differ in their level of agreement in terms of TMC control measures influencing corporate travel policy compliance differ.	No
H _{2g(null)} : Generations do not differ in their level of agreement of inequality perceived in the travel policy influencing corporate travel policy compliance.	Yes
H _{2h(null)} : Generations do not differ in their level of agreement of perceived organisational injustices influencing corporate travel policy compliance.	No
H _{3a(null)} : Generations do not differ in their level of agreement of individual morality influencing corporate travel policy compliance.	No
H _{3b(null)} : Generations do not differ in their level of agreement of self-interest actions influencing corporate travel policy compliance.	No
H _{3c(null)} : Generations do not differ in their level of agreement of employee deviance influencing corporate travel policy compliance.	No
H _{3d(null)} : Generations do not differ in their level of agreement in terms of consequences of non-compliance influencing corporate travel policy compliance.	Yes
H _{3e(null)} : Generations do not differ in their level of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.	Yes
H _{3f(null)} : Generations do not differ in their level of agreement in terms of job satisfaction influencing corporate travel policy compliance.	No
H _{3g(null)} : Generations do not differ in their level of agreement in terms of life satisfaction influencing corporate travel policy compliance.	Yes
H _{3h(null)} : Generations do not differ in their level of agreement in terms of work values influencing corporate travel policy compliance.	No
H _{3i(null)} : Generations do not differ in their level of agreement in terms of personal values influencing corporate travel policy compliance.	Yes
H _{3j(null)} : Generations do not differ in their level of agreement in terms of travel procedures influencing corporate travel policy compliance.	Yes
H _{3k(null)} : Generations do not differ in their level of agreement in terms of trip behaviour influencing corporate travel policy compliance.	No
H _{3l(null)} : Generations do not differ in their level of agreement in terms of general wants and needs on a business trip influencing corporate travel policy compliance.	No
H _{3m(null)} : Generations do not differ in their level of agreement in terms of safety and security needs influencing corporate travel policy compliance on a business trip.	No

Source: Author

Based on the above, it can be concluded that the below research hypotheses can be supported:

H_{2a(alt)}: Generations differ with regard to their levels of agreement in terms of the content of the travel policy influencing corporate travel policy compliance.

H_{2c(alt)}: Generations differ with regard to their levels of perceived business ethics influencing corporate travel policy compliance.

H_{2g(alt)}: Generations differ with regard to their levels of inequality perceived in the travel policy influencing corporate travel policy compliance.

H_{3d(alt)}: Generations differ with regard to their levels of agreement in terms of consequences of non-compliance influencing corporate travel policy compliance.

H_{3e(alt)}: Generations differ with regard to their levels of agreement in terms of traveller satisfaction on a business trip influencing corporate travel policy compliance.

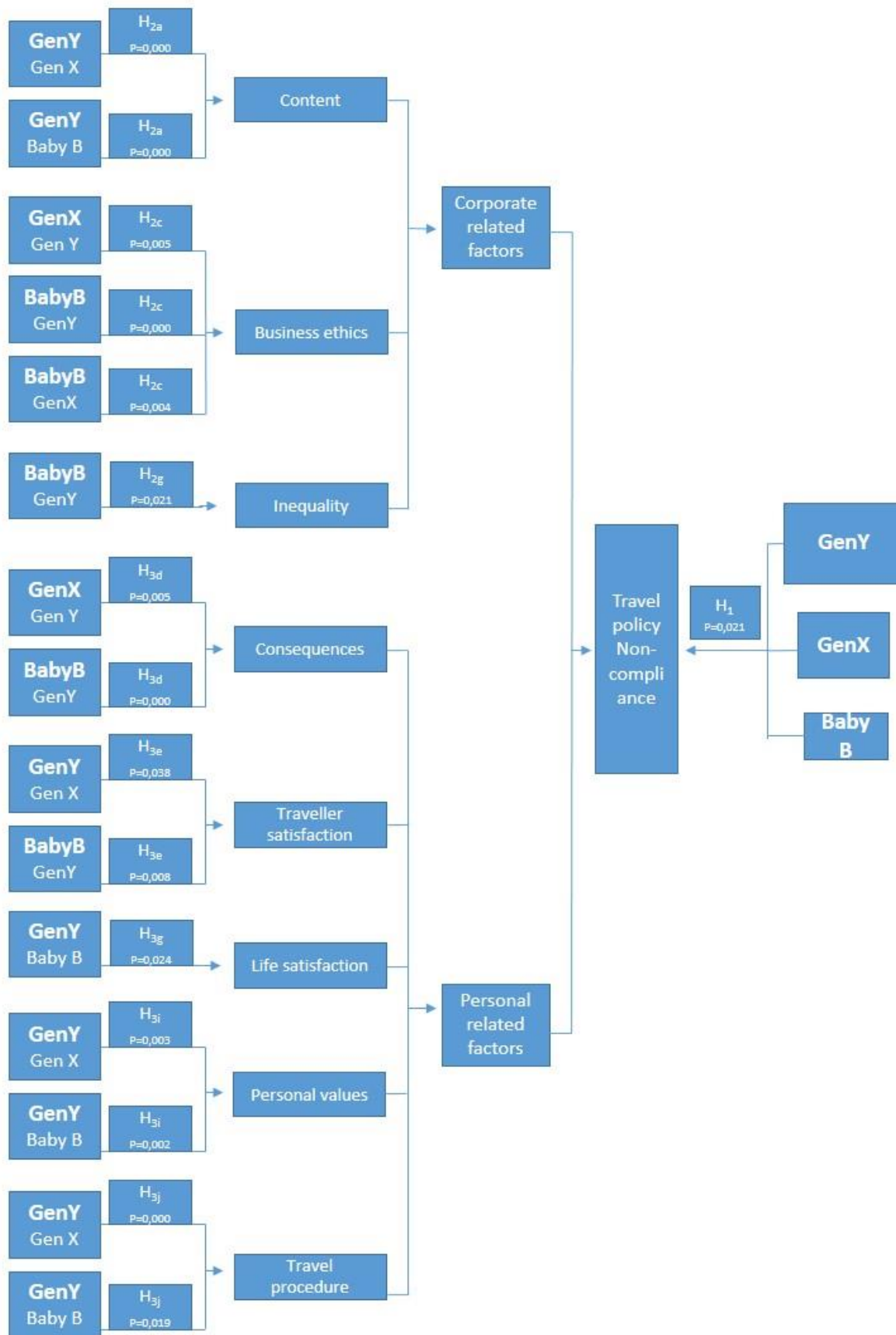
H_{3g(alt)}: Generations differ with regard to their levels of agreement in terms of life satisfaction influencing corporate travel policy compliance.

H_{3i(alt)}: Generations differ with regard to their levels of agreement in terms of personal values influencing corporate travel policy compliance.

H_{3j(alt)}: Generations differ with regard to their levels of agreement in terms of travel procedures influencing corporate travel policy compliance.

Therefore, the adjusted conceptual model is presented in Figure 7.2 below.

Figure 7.2: Adjusted model



Source: Author

7.3 CONCLUSION ON RESEARCH PROBLEM

As identified in the literature, one of the main challenges for travel managers is corporate travel policy compliance (Gustafson, 2012:278) and there are various factors that lead to corporate travel policy non-compliance (Douglas, 2008). However, corporate travellers are not a uniform concept, as the workforce today consists of three generations. These generations have different characteristics and according to Twenge and Campbell (2007:864), various managers are attempting to understand the different characteristics of the different generations in the workplace and are adjusting their organisational structures and policies in order to manage these different generations more successfully. The question that remains unanswered is if differences exist between generations in terms of factors that lead to non-compliance, and more importantly, whether the travel policy should be adjusted to accommodate these differences.

The results of the ANOVA test showed that certain factors (content, business ethics, inequality, consequences, traveller satisfaction, life satisfaction, travel procedure and personal values) that lead to corporate travel policy non-compliance do differ between different generations in the workplace. Therefore, knowing that there are in fact differences that exist between generations in terms of factors that lead to non-compliance, companies can adjust their corporate travel policies accordingly.

7.4 MANAGERIAL IMPLICATIONS AND RECOMMENDATIONS

As mentioned, generations differ in terms of their level of compliance in the following factors: content, business ethics, inequality, consequences, traveller satisfaction, life satisfaction, travel procedure and personal values.

In terms of the **content** of the travel policy, it is vitally important that the rules and regulations of the travel policy are clear. It is difficult for an organisation to enforce a policy if travellers find flaws in the policy. However, on the other hand, if a policy is too strict, it can also lead to policy non-compliance (Douglas, 2008:99). The results of this

study showed that 32% of corporate travellers have an average understanding of the travel policy and 12% of the corporate travellers have a poor understanding of their organisations' travel policies. These results are understandable as 28% of respondents said that their corporate travel policies are communicated to them via word of mouth. Furthermore, 7% of respondents said that there is no communication of the travel policy. If a corporate traveller is not aware of the travel policy, or if the rules and regulations are not clearly defined for the corporate traveller, they might unknowingly violate the corporate travel policy. Organisations should have regular information sessions with their corporate travellers, to go through the travel policy, and ask their corporate travellers if anything is unclear in the travel policy. If there are certain rules and regulations that are unclear to the corporate travellers, travel managers can adjust the corporate travel policy by re-writing these rules and regulations in a way that will be clear to the corporate travellers.

Douglas and Lubbe (2009:101) state that although an organisation is not always the cause of an employee's unethical behaviour, the business ethics of the organisation and the unethical behaviour of the employee are not completely independent. Question 18 of the questionnaire asked respondents to state their level of agreement with statements relating to their organisation's **business ethics**. The results of this question showed that 20% of corporate travellers agreed or felt neutral about the statement: "in order to succeed in my organisation, it is often necessary to compromise one's ethics". Furthermore, 57% of corporate travellers disagreed or felt neutral about the statement: "If a manager in my organisation is discovered to have engaged in unethical behaviour, he or she will be promptly reprimanded". Managers of an organisation should lead by example and create an ethical corporate culture. By doing this, lower ranked employees will follow their example, which will thus lead to higher levels of travel policy compliance.

With regard to **inequalities** within the corporate travel policy, the results of this research study found in question 20 that 19.2% of corporate travellers find the travel policy to be unfair, all travellers are not allowed the same treatment, and 19.2% of corporate travellers felt that their organisation is insensitive to their safety needs while they are on a business trip. When employees feel that there are certain injustices in their organisation, they tend to look for any opportunity to improve their own conditions

or status at the organisation's expense (Douglas, 2008:110). Thus, travel managers should try and adjust the corporate travel policy in a way that is fairer towards all levels of employees.

According to Wint and Avish in Douglas (2008:55), one of the elements that form the foundation of a good travel policy is to clearly define the **consequences** for non-compliance. Question 23 of the online questionnaire showed that 62.5% of corporate travellers disagreed with the statement: "in the past, my company has made an example of a non-compliant traveller" and 54.9% of respondents felt that there are not clearly defined consequences to various levels of non-compliance. Sometimes an employee will knowingly violate the corporate travel policy for no obvious reason. However, if there are no consequences for this violation, nothing is preventing these corporate travellers from doing it again. If the consequences are not clearly defined within a company's travel policy, travel managers should adjust their travel policies by clearly defining the consequences for non-compliance within their travel policies and enforce these consequences every time a corporate traveller has violated the travel policy.

Douglas (2008:118) found that travellers are more likely to comply with the travel policy if they are happy in their personal life, satisfied with their jobs and when their **needs are met while on a business trip**. In question 24 of the online questionnaire, 23% of corporate travellers feel neutral or dissatisfied with the car rental companies, 19% of corporate travellers feel neutral or dissatisfied with the airlines and 18% of corporate travellers feel neutral or dissatisfied with the accommodation providers prescribed in their organisation's travel policy. Travel managers should ask their corporate travellers what their specific needs are in terms of car rental companies, airlines and accommodation establishments. Once a travel manager understands these needs, he/she can negotiate costs with service providers that will satisfy these needs. Travel managers can thus adjust the travel policy accordingly so that it satisfies the needs of the corporate travellers. This will result in a corporate traveller being happy on a business trip, which will, in turn, result in a higher corporate travel policy compliance rate.

In terms of the corporate travellers' **life satisfaction**, the results of question 26 showed that most travellers agreed with all the statements relating to their life satisfaction. According to Myers (2016), happy people generally have four important traits: high self-esteem, optimistic, extroverted and control of their lives. LaMar and Laney (2009) advised that if managers notice that their employees are not generally happy with their lives or depressed, they can set up certain resources for these employees such as once a year depression screenings, providing their employees with contact details for a professional psychiatrist, advising employees that they can always talk to human resources, or managers can simply be proactive and provide human contact by talking to their employees. By having these resources in place in the office, corporate travellers will more likely be happy before they depart on their business trip, which will thus improve their life satisfaction.

The literature showed that generations differ in terms of certain **travel procedures**. For example, Baby Boomers are more comfortable with expense reporting and Generation Y more comfortable with using sharing economy such as Uber and flying in low-cost airlines. The results of this research study showed in question 29 that 23.6% of corporate travellers will not be satisfied if they had to fly in a low-cost airline on a business trip; 22% of corporate travellers will not be satisfied if they had to use Uber on a business trip and 10.8% of corporate travellers are not satisfied with their organisations' expense reporting procedures. The results of the ANOVA also revealed that Generation Y was more in agreement that travel procedures could lead to corporate travel policy non-compliance than Generation X and the Baby Boomer generation. Travel managers can use this information by, for example, spending more time with the younger generations explaining the expense report procedures and they can adjust the travel policy by, for example, giving employees the option to use Uber or car rental companies. By doing this, all the generations needs' will be met as the younger employees will have the option to choose Uber if they wanted to, however, the older generations can choose to rather use a car rental company.

In terms of **personal values**, the literature showed that younger employees are more independent, tend to take more risks in their work environment and they expect immediate rewards. The results of question 28 showed that 88.2% of respondents prefer to work independently, 76% of travellers like to be rewarded immediately when

achieving a goal at work and 48% of respondents said that they sometimes take risks that might harm their companies in order to do their jobs well. The results of the ANOVA also revealed that Generation Y was more in agreement that personal values could lead to corporate travel policy non-compliance than Generation X and the Baby Boomer generation. By knowing this, travel managers can, for example, give younger employees the opportunity to book their business trips themselves as they like to work independently (Benckendorff *et al.*, 2010:29). Managers now also know they should reward their younger employees as soon as possible after these employees have achieved a goal, and they should not encourage younger employees to take risks or reward employees who took risks on a business trip, as this might lead to travel policy non-compliance.

Based on the information from the literature review and the results of the research study, travel managers can now adjust their corporate travel policies in a way that will be more acceptable for the organisation and the corporate traveller.

The researcher's recommendation is to not adjust the corporate travel policies by creating separate rules and regulations within the travel policy for different generations in the workplace, but to rather adjust the travel policy as a whole, in a way that will satisfy the needs of the company, and all the generations travelling on behalf of the company. This will thus lead to higher corporate travel policy compliance. The main ways in which travel managers should adjust the corporate travel policy, is by firstly, clearly defining the rules and regulations within the policy, secondly, creating a fair travel policy for all levels of employees, thirdly, clearly defining the consequences for non-compliance, fourthly, giving corporate travellers more options to choose from in terms of flights, accommodation and car rental companies, that will suit all the generations needs while on a business trip and finally, clearly defining the travel procedures.

To increase corporate travel policy compliance, managers can firstly, improve their company's ethical values through complying with the rules and regulations of the travel policy themselves, so that their lower ranked employees will follow in their footsteps. Secondly, to improve employees' mental wellbeing managers can provide their employees with helpful resources such as contact details of therapists. Finally,

managers can make an effort to understand their employees' personal values and create a company atmosphere that will make these employees feel valued, by, for example, rewarding their younger employees as soon as possible after these employees have achieved a goal.

7.5 LIMITATIONS

The first limitation of this research study is the fact that the researcher used a non-probability sampling method – convenience sampling. A big limitation of any non-probability sampling method is the fact that the sample is often not representative of the wider population. This is due to the fact that the probability of any respondent to be included in the sample cannot be calculated. Wagner *et al.* (2012:92) however highlight the fact that even though probability sampling methods are more representative of the wider population, it is not always possible due to time, budget or practical constraints. In this case, researchers should try and eliminate sources of bias as far as possible. In this study, the researcher tried to obtain a representative sample of the population. This goal was achieved as firstly, 50% of the respondents were male and 50% were female. Secondly, 46% were White, 29% African, 14% Indian, 6% Coloured and 5% Asian. Finally, 27% of the respondents were from Generation Y, 48% were from Generation X and 25% were from the Baby Boomer generation.

A second limitation for this research study was the fact that only 205 responses were received. The researcher sent the questionnaire out on 1 April 2018, sent a reminder to all the companies one month later, and finally started the data analysis process on 1 June 2018. One of the disadvantages of using an online questionnaire is the fact that it is completely anonymous, therefore, the researcher cannot be present to motivate the respondent to complete the questionnaire, and the researcher cannot go to the respondents directly to remind them to complete the questionnaire.

Finally, one form of bias that can occur when making use of an online questionnaire is social desirability biasness. This bias could be a limitation to this research study as employees might not want to admit that they sometimes violate their companies corporate travel policy, as they do not want to get into any trouble with the travel

manager. The researcher tried to reduce this bias by firstly, ensuring the respondents that there is no way to identify the respondent based on his/her answers. Secondly, similar questions were asked more than once, but in different ways. For example, question 10 asked respondents how frequently they experience problems in general in complying with the travel policy, question 11 asked respondents to indicate their approximate percentage of compliance and question 12 asked respondents to indicate in which areas they find it difficult to comply with the policy. The purpose of all these questions was to identify the corporate travellers' propensity to comply with the travel policy.

The final limitation was the fact that industry sources were used. The literature on corporate travel is scarce (Lenz *et al.*, 2015:1411) and it mostly covers topics such as the volume of corporate travel, factors leading to corporate travel policy violation, how destinations or suppliers can attract corporate travellers and not how different generations are violating the corporate travel policy (Lenz *et al.*, 2015:1411). According to Lenz *et al.* (2015:1141), it is thus important to cover multiple sources such as academic journals, practitioner journals, as well as internet industry sources.

7.6 CONTRIBUTION OF THE STUDY

This research study identified the factors that lead to corporate travel policy non-compliance and how these factors differ between generations. By having this information, travel managers can have a deeper understanding of the different generations within their workplace and can thus adjust their corporate travel policies in a way that will be acceptable for the organisation and for all the different generations in the workplace. The researcher's recommendation is to not to adjust the corporate travel policies by creating separate rules and regulations within the travel policy for different generations in the workplace, but to rather adjust the travel policy as a whole, in a way that will satisfy the needs of the company, and all the generations travelling on behalf of the company. This will thus ultimately lead to higher corporate travel policy compliance, which will, in turn, save travel costs for the organisation.

As mentioned, the literature currently available on corporate travel covers topics such as the volume of corporate travel, factors leading to corporate travel policy violation, and how a destination can attract corporate travellers (Lenz *et al.*, 2015:1411). To date, to the researcher's knowledge, there are no studies that have investigated how policy compliance differs between different generations in the workplace, and whether the factors leading to non-compliance differ between these generations. This research study added to the body of the literature by identifying various additional factors that have an influence on corporate travel policy compliance and by identifying which of these factors differ between generations in the workplace.

7.7 RECOMMENDATIONS FOR FUTURE RESEARCH

According to Lyons and Kuron (2014:140), research on different generations in the social sciences has been based on two different perspectives: the "social forces" or "generational theory" perspective and the "cohort" perspective. Due to the fact that this was a quantitative study and that this study is based on previous research studies, the researcher used the cohort perspective for this study. Lyons and Kuron (2014:140) also mention that almost all past researchers, conducting studies on generational differences in the workplace, have used the cohort perspective. Future research could use the social forces perspective to identify generational differences in policy compliance. Additionally, this research study only focused on generation as a group profile for non-compliance. Future research could use cluster sampling to identify groups of non-compliers. It might be that generations do not explain non-compliance sufficiently, but that other shared characteristics might.

Furthermore, a new generation, Generation Z (currently under the age of 21) will soon take over the workforce (Ronnie, 2019). According to Stahl (2018), this generation is driven by success and have different characteristics than Generation Y. It might, therefore, be beneficial to find out if this generation is more or less likely to comply with the corporate travel policy than the generations before them. If they tend to not comply, researchers can use this study as a base, to identify the factors leading to corporate travel policy non-compliance for Generation Z, and to ascertain whether these factors differ from the generations before them.

7.8 CONCLUSION

This chapter concludes the study which was undertaken to ascertain whether the factors leading to corporate travel policy non-compliance differ among different generations in the workplace and if managers should adjust their corporate travel policies based on these differences.

The results revealed that generations differ in terms of their level of compliance in the following factors: content of the travel policy, business ethics, inequality of the travel policy, consequences of non-compliance, traveller satisfaction, life satisfaction, travel procedures and personal values. Therefore, knowing that there are in fact differences that exist between generations in terms of factors that lead to non-compliance, companies can adjust their corporate travel policies accordingly.

The researcher's recommendation is to not adjust the corporate travel policies by creating separate rules and regulations within the travel policy for different generations in the workplace, but to rather adjust the travel policy as a whole, in a way that will satisfy the needs of the company, and all the generations travelling on behalf of the company. This will thus lead to higher corporate travel policy compliance.

To date, to the researcher's knowledge, there are no studies that have investigated how policy compliance differs between different generations in the workplace, and whether the factors leading to non-compliance differ between these generations. By identifying these factors that lead to corporate travel policy non-compliance and which of these factors differ between different generations, this study adds to the existing literature by building on Douglas' (2008) research study.

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APPENDIX A

Questionnaire

Department of Marketing Management

Corporate travel policy compliance: a generational analysis

Research conducted by:

Ms. M.M. Weber (13180194)

Cell: 076 6900 359

Dear respondent

You are invited to participate in an academic research study conducted by Mnandi Weber, a Master student from the Division: Tourism Management in the Department of Marketing Management at the University of Pretoria.

The main purpose of this study is to conduct a generational analysis of corporate travel policy compliance to ascertain whether the factors leading to corporate travel policy non-compliance, differ among different generations in the workplace. The results of this study will assist managers in knowing what the different factors are leading to corporate travel policy violation for different generations. By knowing this, managers can adjust their corporate travel policies in a way that will be acceptable for the organisation and for all the different generations in the workplace. Thus, it will be beneficial for the company and for you as a corporate traveller, if you contribute to this by answering all the questions as truthfully and accurately as possible. This is your chance to have your say. The value and outcome of this research study depends on your willingness to take part in this project.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 10 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal.
- Please contact our study leader, Dr A. Douglas, on tel (012) 420 4073 (e-mail: anneli.douglas@up.ac.za) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date

SECTION A: CORPORATE TRAVEL POLICY

1. Approximately how many business trips have you made domestically / internationally (including Africa) on behalf of your organisation during the past 12 months?

Domestic	_____ Times
International (including Africa)	_____ Times
I do not travel on behalf of my organisation	

If you travel on behalf of your organisation, please continue to question 2. If you do not travel on behalf of your organisation, thank you for your time.

2. Does your organisation have a Corporate Travel Policy?

Yes	
No	
I don't know	

If yes, please continue to question 3. If no, thank you for your time.

SECTION B: DEMOGRAPHICS

3. What is your position in the company?

Top management	
Middle management	
Junior management / Supervisor	
Employee (other)	

4. Please indicate which industry you are employed in:

--

5. Please indicate the number of leisure trips you have taken in the last year.

_____ Times

6. What is your gender?

Male	
Female	

7. Please indicate your race

African	
Indian	

African	
Coloured	
Asian	
White	
Other (please specify)	

8. How many years have you been an employee of the company?

_____ Years

9. What is your age?

_____ Years

SECTION C: CORPORATE TRAVEL POLICY COMPLIANCE

10. How frequently do you experience problems in general in complying with the travel policy? Please select one option

All of the time	
Most of the time	
Some of the time	
Rarely	
Never	

11. What is your approximate percentage (%) of compliance with the travel policy? (A percentage between 0% = never comply to 100% always comply)

_____ %

12. Please indicate how frequently you find it difficult to comply with the travel policy in the area of

	Never	Some of the time	Most of the time	All of the time	No policy guidelines
Class of air travel					
Choice of airline					
Choice of accommodation establishment					
Choice of car rental company					
Type of car					
Meals and entertainment					

Travel approval procedures					
----------------------------	--	--	--	--	--

13. Overall, how would you rate your organisation's travel policy?

Fair	
More fair than unfair	
Neutral	
More unfair than fair	
Unfair	

14. What type of travel policy do you think your organisation has?

High control (Prescriptive and mandatory)	
Medium control	
Low control (Informal guidelines, to be followed when possible)	
I do not know	

15. How well do you generally understand the travel policy of your organisation?

I have an excellent understanding of our organisation's travel policy	
have a good understanding of our organisation's travel policy	
have an average understanding of our organisation's travel policy	
have a poor understanding of our organisation's travel policy	
I do not understand our organisation's travel policy	

16. What is the main form of communication of the travel policy to employees?

Online accessibility	
Regular memorandums	
Single written document	
Word of mouth	
Regular information sessions regarding the corporate travel policy	
I don't know	
No communication	
Other (please specify)	

17. Please indicate your opinion on how the possible reasons for non-compliance may apply to you.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Lack of communication on correct travel procedures					
Policy not easily understood					
Policy is vague					
I have unknowingly infringed the travel policy (for example, not using the preferred supplier)					
Policy does not seem to meet my travel needs.					
Policy not easily accessible.					
The airline stipulated in the travel policy does not always have seats available.					
The accommodation establishment stipulated in the travel policy does not always have rooms available.					
Last-minute airline bookings, because of Inflexible business schedules.					
Last-minute accommodation bookings, because of inflexible business schedules.					
I prefer to use airlines where I am a loyalty card holder.					
I sometimes break the rules of the corporate travel policy to save my organisation money.					
I cannot always comply with the travel policy when my trip details change while I am on the trip.					

18. Please indicate the extent to which you agree with the following statement

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Managers in my organisation often engage in behaviours that I consider as being unethical					
In order to succeed in my organisation, it is often necessary to compromise one's ethics.					
Top management in my organisation has let it be known in no uncertain terms that unethical behaviours will not be tolerated.					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
If a manager in my organisation is discovered to have engaged in unethical behaviour that results primarily in personal gain (rather than corporate gain), he or she will be promptly reprimanded.					

19. Please indicate the extent to which you agree with the following statements

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I break the rules of the travel policy, because it is easy to get away with it					
I have to complete a comprehensive travel requisition form when I travel for business purposes.					
I have to get pre-trip approval before undertaking any business trip.					
When returning from a business trip I have to submit details of my trip for post-trip reviews.					
I tend to travel out of policy (not according to policy stipulations) because there is very little control of the travel process.					
My travel agent informs me when I make a booking that is out of policy.					
My travel agent will not make a booking when it is out of policy.					

20. Please indicate the extent to which you agree with the following statements

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I sometimes break the rules of the travel policy because I believe that my organisation owes me extra compensation for the time and hassle involved with business travel					
I sometimes break the rules of the travel policy because I have been treated inequitably by my organisation					
I will break the rules of the corporate travel policy if the rules keep me from doing my job well					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I will break the rules of the corporate travel policy if it will make my job easier					
Because management does not comply with the policy, I feel I also do not need to comply with the travel policy					
The travel policy is unfair. All travellers are not allowed the same treatment					
I sometimes feel that my organisation is insensitive to my safety needs when I travel for business purposes					
It seems that for my company, cost saving is more important than traveller convenience.					

21. Please indicate the extent to which you agree with the following statements

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
In my job I compromise my beliefs to do my job the way the organisation wants me to do it					
I report only part of the truth to my boss.					
I have to alter things (documents, time cards etc.) in order to please my organisation.					
I have to break organisation policy to do my job well					
I say one thing even though I know I must do something else.					
I sometimes inform my boss that I have done something, when in fact, I have not					

22. Please indicate the extent to which you agree with the following statements.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
In order to present a degree of status to business colleagues, it is important to fly business class even if it is out of policy					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I sometimes break the rules of the travel policy because it benefits me to do so					
I will disregard organisation travel policies to stay in the hotels I prefer					
I will disregard organisation travel policies to fly with the airline I prefer					
I will disregard organisation travel policies to rent the vehicle I prefer					

23. Please indicate the extent to which you agree with the following statements

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I do not like it when someone tells me what to do.					
I like to see how far I can push the boundaries.					
I believe what is not stipulated is allowed					
I do not believe I harm my organisation when I miss my flight and simply take a later flight.					
In my organisation there are clearly defined consequences to various levels of non-compliance (for example an employee who repeatedly infringes the policy deliberately will be dismissed).					
In the past, my company has made an example of a non-compliant traveller					

24. Please indicate the extent to which you agree with following statements

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am generally satisfied with the accommodation providers prescribed in my organisation's travel policy					
I am generally satisfied with the airlines prescribed in my organisation's travel policy					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am generally satisfied with the car rental companies prescribed in my organisation's travel policy					

25. Please indicate the extent to which you agree with following statements related to your working environment

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am satisfied with my promotion opportunities					
I am satisfied with the recognition I receive for a job well done					
I am satisfied with the amount of independence I have in executing my job					
I am satisfied with my job security					

26. Please Indicate the extent to which you agree with the following statements regarding how you would describe yourself in life in general

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Satisfied					
In control of my life					
An extrovert					
Optimistic					
Someone with a high self-esteem					

27. In your opinion, what changes can be made by your organisation to make you more compliant with the travel policy?

--

SECTION D: WORK VALUES AND TRAVEL CHARACTERISTICS

28. Please Indicate the extent to which you agree with the following statements in terms of your work values

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I have a lot of respect for authority in my workplace					
I value monetary reward at my workplace					
I prefer to work independently					
I sacrifice my personal life for work					
I like the rules of my workplace					
When achieving a goal at work, I like to be rewarded by management immediately					
I embrace technology at my workplace					
I am comfortable with change at my workplace					
I get along with my co-workers					
In order to do my job well, I sometimes take risks that might harm my company if the risk fails					
I have high expectations of my organisation					
I care what my co-workers think of me					
When I make a mistake at my workplace, I take full responsibility for it					

29. Please indicate the extent to which you agree with the following statements in terms of your business trip experiences and corporate travel policy

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am comfortable with the expense reporting procedure as stipulated in the travel policy					
I tend to extend my business trip to include leisure activities					
While on a business trip, I will spend more of my company's money than I would my own money.					
I would be satisfied if the travel policy stipulated that I should make use of Uber as a transport mode on a business trip					
I would be satisfied if the travel policy stipulated that I should fly in a low cost airline (e.g. Mango) on a business trip					

30. Please indicate how important each of the following statements are to you with regard to a business trip

	Unimportant	Of little importance	Of moderate importance	Of great importance	Of very great importance
The ability to make my own bookings for a business trip					
The ability to have control over my own travel budget					
Safety and security of the accommodation suppliers					
Safety and security of the transportation suppliers					
Staying in high-end accommodation establishments					
Flying first/business class					
Various accommodation options to choose from					
Various transportation options to choose from					
The ability to use my own technological devices to book my business trip					
The ability to make changes to my bookings					

**Thank you for completing the survey.
We appreciate your assistance.**

APPENDIX B

Letter to participate in the study



3 March 2018

Dear Corporate Travel Industry Stakeholder

As you are aware, corporate travel is one of the largest costs for any organisation and travel policies are put in place to try and manage these costs. However, it has been found that 72% of global companies have not achieved their desired level of travel policy compliance and in certain companies the cost of non-compliance can amount to \$3 million per annum. The reasons for non-compliance could differ, with one of them being that the travel policy does not accommodate the needs of different generations in the workplace. Previous research studies have shown that managers who make an effort to understand the deeper generational differences in their workplace will be more successful in the end as they will be able to find ways in which they can accommodate these differences. For this reason, as part of my Master's degree in Tourism Management at the University of Pretoria, I am currently conducting research on the topic: Corporate Travel Policy Compliance: A Generational Analysis. The purpose of this study is to conduct a generational analysis of corporate travel policy compliance to ascertain the influence of generations on policy compliance, and also whether the factors leading to corporate travel policy non-compliance differ among generations in the workplace.

For the study to achieve its purpose, YOUR participation is required. By participating in this research study your organisation will benefit in a number of ways. The results of the study will:

- Confirm the level of travel policy compliance in your organisation.
- Assist you in gaining a better understanding of what the factors are leading to travel policy non-compliance in your organisation.
- Identify the specific areas of the travel policy with which your employees experience most problems complying.
- Recognize the needs of your employees when they conduct a trip on behalf of your organisation.
- Specify the ways in which your employees want you to adapt the travel policy for them to be more compliant.
- Enable you to adjust your corporate travel policy to increase compliance amongst the different generations in the organisation.
- Ultimately, help you to increase the level of policy compliance in your organisation.

This research study will also be beneficial to your employees, as it will provide them with an opportunity to express their opinions on the travel policy, making them feel valued, by taking their opinions into account.

You can participate in this very important study by distributing an online questionnaire to the corporate travellers within your organisation and encouraging them to complete the questionnaire. The questionnaire can be accessed by following a link sent via email. It will not take more than 10 minutes to complete.

It is important to note that this questionnaire is **completely anonymous**. The names of the employees will not appear on the questionnaire and the answers they give will be treated as strictly **confidential**. They cannot be identified in person based on the answers they give. The results of the study will be used for academic purposes only and may be published in an academic journal.

Divisie Toerismebeheer/Division: Tourism Management
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Universiteit van Pretoria/University of Pretoria
PRETORIA, 0002
Republiek van Suid-Afrika/Republic of South Africa

Tel Nô/No: +27 12 420 4374
Faks/Fax: +27 12 420 3349

We will provide you with a summary of the overall findings of the study, and we will also provide you with the results for your organisation. If you are interested in participating in this research study or if you have any questions please do not hesitate to contact us.

Your participation in this study will be greatly appreciated.

Kind regards

RESEARCHER: Mnandi Weber
076 6900 359
mnandiweber@gmail.com

SUPERVISOR: Dr Annel Douglas
012 420 4073
annell.douglas@up.ac.za

APPENDIX C

Consent letters from companies



Date: 24/4/2018

The Ethics Committee
University of Pretoria
Pretoria
0002

Dear Sir / Madam

Research will be undertaken by Mary Mnandi Weber, under the guidance of Dr Anneli Douglas of the Division of Marketing Management, University of Pretoria, in conjunction with Capricorn Investment Group PTY LTD on the topic "Corporate Travel Policy Compliance: A Generational Analysis" during the period 21 April – 21 May. The research will be conducted amongst corporate travelers between the ages of 18 – 65 years and under conditions agreed upon Capricorn Investment Group PTY LTD.

Your sincerely

A handwritten signature in black ink, appearing to be "E. Weber".



COLGATE-PALMOLIVE (PTY) LTD

INCORPORATED IN THE REPUBLIC OF SOUTH AFRICA

Reg. No. 1929/001620/07

Physical Address:

Colgate House, Building #7
Maxwell Office Park, Magwa Crescent
West

Waterfall City, Jukskei View, 2090

Registered Address:

528 Commissioner Street
Boksburg, 1460

Telephone: 27-11-898-2300

3 April 2018

The Ethics Committee
University of Pretoria
Pretoria
0002

Dear Sir / Madam

Research will be undertaken by Mary Mnandi Weber, under the guidance of Dr Anneli Douglas of the Division of Marketing Management, University of Pretoria, in conjunction with Colgate-Palmolive on the topic "Corporate Travel Policy Compliance: A Generational Analysis" during the period 21 April – 21 May. The research will be conducted amongst corporate travelers between the ages of 18 – 65 years and under conditions agreed upon by Colgate-Palmolive.

A handwritten signature in black ink, appearing to read 'W. Sirgole', written over a faint circular stamp or watermark.

William Sirgole
Human Recourses Director

APPENDIX D

Language editor certificate

CERTIFICATE OF LANGUAGE EDITING

This certificate is to certify that the English language editing on this dissertation, written by

MARY MNANDI WEBER

is done by **Mrs S L. van Niekerk.**

Sarie van Niekerk

Susara Louisa van Niekerk

30 Hastings Avenue

Brakpan.

1541

Telefoon: 011 740-1769 / 083 516 0660

18th March 2019

APPENDIX E

Ethical clearance

4 May 2018

Dr A Douglas
Department of Marketing Management

Dear Dr Douglas

I refer to this committee's letter dated 23 April 2018. The amended documents submitted were reviewed on 3 May 2018 (ad hoc), and the committee's decision is reflected below:

Protocol No:	EMS081/18
Principal researcher:	MM Weber
Research title:	Corporate travel policy compliance: a generational analysis of corporate travellers
Student/Staff No:	13180194
Degree:	MCom (Tourism Management)
Supervisor/Promoter:	Dr A Douglas
Department:	Marketing Management

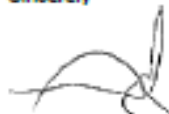
Outcome of resubmission:

Decision:	Approved
Conditions (if applicable):	<ul style="list-style-type: none">• Data collection may commence at Colgate-Palmolive and IDC.• No involvement is allowed with Diageo until their permission is obtained on an official letterhead and such letter is submitted to this committee for approval.
Period of approval:	May 2018 – October 2018

The approval is subject to the researcher abiding by the principles and parameters set out in the application and research proposal in the actual execution of the research. The approval does not imply that the researcher, student or lecturer is relieved of any accountability in terms of the Codes of Research Ethics of the University of Pretoria if action is taken beyond the approved proposal. If during the course of the research it becomes apparent that the nature and/or extent of the research deviates significantly from the original proposal, a new application for ethics clearance must be submitted for review.

We wish you success with the project.

Sincerely



pp PROF JA NEL
CHAIR: COMMITTEE FOR RESEARCH ETHICS

cc: Prof Y Jordaan
Student Administration

9 May 2018

Dr A Douglas
Department of Marketing Management

Dear Doctor Douglas

I refer to this committee's letter dated 4 May 2018. The documentation submitted on 8 May 2018 was reviewed for the following application:

Protocol No:	EMS081/18
Principal researcher:	MM Weber
Research title:	Corporate travel policy compliance: a generational analysis of corporate Travellers
Student/Staff No:	13180194
Degree:	MCom (Tourism Management)
Supervisor/Promoter:	Dr A Douglas
Department:	Marketing Management

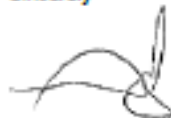
The decision by the committee is reflected below:

Decision:	Approved (9 May 2018)
Conditions (if applicable):	Data collection may commence at Capricorn Group.
Period of approval:	May 2018 – October 2018

The approval is subject to the researcher abiding by the principles and parameters set out in the application and research proposal in the actual execution of the research. The approval does not imply that the researcher, student or lecturer is relieved of any accountability in terms of the Codes of Research Ethics of the University of Pretoria if action is taken beyond the approved proposal. If during the course of the research it becomes apparent that the nature and/or extent of the research deviates significantly from the original proposal, a new application for ethics clearance must be submitted for review.

We wish you success with the project.

Sincerely



pp PROF JA NEL
CHAIR: COMMITTEE FOR RESEARCH ETHICS

cc: Prof Y Jordaan

APPENDIX F

Pearson's correlation coefficient

Pearson's correlation coefficient

		Communication	Content	Business ethics	Company Control	TMC control	Little control	Organisational injustice	Inequality	Individual morality	Self-interest	Consequences	Deviance	Traveller satisfaction	Job satisfaction	Life satisfaction	Work Values	Travel procedure	Trip behaviour	General wants and needs	Safety and security needs	Personal values	
Content	Pearson Correlation	.558**																					
	Sig. (2-tailed)	0,000																					
	N	205																					
Business ethics	Pearson Correlation	0,130	-.176*																				
	Sig. (2-tailed)	0,063	0,012																				
	N	205	205																				
Company control	Pearson Correlation	-.061	0,064	0,056																			
	Sig. (2-tailed)	0,386	0,365	0,428																			
	N	205	205	205																			
TMC control	Pearson Correlation	-.027	0,023	-.013	-.459**																		
	Sig. (2-tailed)	0,701	0,746	0,051	0,000																		
	N	205	205	205	205																		
Little control	Pearson Correlation	.397**	.319**	.212**	-.013	-.216**																	
	Sig. (2-tailed)	0,000	0,000	0,002	0,060	0,002																	
	N	205	205	205	205	205																	

		Communication	Content	Business ethics	Company Control	TMC control	Little control	Organisational injustice	Inequality	Individual morality	Self-interest	Consequences	Deviance	Traveller satisfaction	Job satisfaction	Life satisfaction	Work Values	Travel procedure	Trip behaviour	General wants and needs	Safety and security needs	Personal values		
Organisational Injustice	Pearson Correlation	.288**	.179*	.283**	0,047	-.216**	.617**																	
	Sig. (2-tailed)	0,000	0,010	0,000	0,508	0,002	0,000																	
	N	205	205	205	205	205	205	205																
Inequality	Pearson Correlation	.385**	0,065	.415**	0,062	0,002	.375**	.643**																
	Sig. (2-tailed)	0,000	0,355	0,000	0,375	0,973	0,000	0,000																
	N	205	205	205	205	205	205	205	205															
Individual morality	Pearson Correlation	.297**	.276**	.291**	0,068	-.142*	.609**	.640**	.513**															
	Sig. (2-tailed)	0,000	0,000	0,000	0,336	0,043	0,000	0,000	0,000															
	N	205	205	205	205	205	205	205	205	205														
Self interest	Pearson Correlation	.347**	.334**	0,102	-.180**	-.141*	.643**	.600**	.351**	.694**														
	Sig. (2-tailed)	0,000	0,000	0,146	0,010	0,044	0,000	0,000	0,000	0,000														
	N	205	205	205	205	205	205	205	205	205	205													
Consequences	Pearson Correlation	-.052	-.314**	.568**	.145*	0,016	-.167*	-0,049	.184**	0,013	-.019													
	Sig. (2-tailed)	0,463	0,000	0,000	0,038	0,819	0,016	0,484	0,008	0,855	0,121													
	N	205	205	205	205	205	205	205	205	205	205	205												
Deviance	Pearson Correlation	.308**	.153*	.394**	0,012	-.0132	.472**	.637**	.534**	.588**	.530**	.190**												

		Communication	Content	Business ethics	Company Control	TMC control	Little control	Organisational injustice	Inequality	Individual morality	Self-interest	Consequences	Deviance	Traveller satisfaction	Job satisfaction	Life satisfaction	Work Values	Travel procedure	Trip behaviour	General wants and needs	Safety and security needs	Personal values
	Sig. (2-tailed)	0,00 0	0,02 9	0,00 0	0,86 9	0,05 9	0,00 0	0,000	0,00 0	0,00 0	0,00 0	0,00 6										
	N	205	205	205	205	205	205	205	205	205	205	205										
Traveller satisfaction	Pearson Correlation	- .147	0,00 4	0,02 2	0,11 9	0,00 8	- .210	-.271**	- .417	- .228	- .173	0,02 0	- .243									
	Sig. (2-tailed)	0,03 5	0,94 9	0,75 8	0,08 9	0,90 9	0,00 3	0,000	0,00 0	0,00 1	0,01 3	0,77 7	0,00 0									
	N	205	205	205	205	205	205	205	205	205	205	205	205									
Job satisfaction	Pearson Correlation	- .241	- .198	- .155	- 0,065	0,03 2	- .245	-.249**	- .402	- .284	- .169	- 0,016	- .238	.314**								
	Sig. (2-tailed)	0,00 0	0,00 4	0,02 7	0,35 4	0,64 7	0,00 0	0,000	0,00 0	0,00 0	0,01 6	0,81 7	0,00 1	0,00 0								
	N	205	205	205	205	205	205	205	205	205	205	205	205	205								
Life satisfaction	Pearson Correlation	- 0,037	0,00 0	- .307	.165	.230	- 0,093	-.161*	- .280	- .247	- .156	- 0,108	- .189	0,13 6	.320**							
	Sig. (2-tailed)	0,60 2	0,99 5	0,00 0	0,01 8	0,00 1	0,18 4	0,021	0,00 0	0,00 0	0,02 6	0,12 2	0,00 7	0,05 2	0,00 0							
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205							
Work values	Pearson Correlation	- 0,133	- 0,014	- .389	0,04 6	.191	- .301	-.382**	- .412	- .386	- .304	- .173	- .412	.234**	.462**	.519**						
	Sig. (2-tailed)	0,05 7	0,84 5	0,00 0	0,51 6	0,00 6	0,00 0	0,000	0,00 0	0,00 0	0,00 0	0,01 3	0,00 0	0,00 1	0,00 0	0,00 0						
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205						
Travel procedure	Pearson Correlation	- .140	0,11 4	- .172	0,11 0	0,07 9	- 0,105	-0,122	- .327	- 0,077	- 0,016	- 0,121	- .140	.362**	.282**	.226**	.257**					
	Sig. (2-tailed)	0,04 5	0,10 3	0,01 4	0,11 7	0,26 2	0,13 3	0,083	0,00 0	0,27 0	0,82 3	0,08 3	0,04 6	0,00 0	0,00 0	0,00 1	0,00 0					

		Communication	Content	Business ethics	Company Control	TMC control	Little control	Organisational injustice	Inequality	Individual morality	Self-interest	Consequences	Deviance	Traveller satisfaction	Job satisfaction	Life satisfaction	Work Values	Travel procedure	Trip behaviour	General wants and needs	Safety and security needs	Personal values
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205				
Trip behaviour	Pearson Correlation	.169*	-0,004	.209**	-.179*	-0,132	.271**	-.393**	.287**	-.349**	-.400**	0,135	-.394**	-0,103	0,033	-0,077	-.205**	-0,024				
	Sig. (2-tailed)	0,015	0,949	0,003	0,010	0,060	0,000	0,000	0,000	0,000	0,000	0,054	0,000	0,142	0,640	0,273	0,003	0,730				
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205			
General wants and needs	Pearson Correlation	.207**	0,121	.263**	0,050	0,064	.282**	-.297**	-.393**	-.257**	-.321**	0,108	-.347**	-.157*	-.157*	-0,013	-.223**	-.211**	-.283**			
	Sig. (2-tailed)	0,003	0,084	0,000	0,475	0,363	0,000	0,000	0,000	0,000	0,000	0,123	0,000	0,025	0,025	0,856	0,001	0,002	0,000			
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205			
Safety and security needs	Pearson Correlation	-0,050	-0,093	-.170*	-.252**	-.247**	0,025	-0,025	0,100	-0,081	-0,010	0,118	0,026	0,117	-0,046	0,089	-0,081	-0,039	-.155*	-.457**		
	Sig. (2-tailed)	0,477	0,185	0,015	0,000	0,000	0,722	0,725	0,152	0,247	0,891	0,093	0,707	0,096	0,513	0,207	0,246	0,574	0,026	0,000		
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205		
Personal values	Pearson Correlation	-.180**	-.351**	-.521**	-.144*	0,054	0,125	0,031	-.157*	0,052	-.215**	-.431**	-0,075	0,024	0,078	-.258**	-.504**	-.194**	0,036	-0,110	-.235**	
	Sig. (2-tailed)	0,010	0,000	0,000	0,040	0,444	0,075	0,658	0,024	0,460	0,002	0,000	0,285	0,733	0,264	0,000	0,000	0,005	0,604	0,117	0,001	
	N	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205

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

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

APPENDIX G

Industry the corporate travellers are employed in

Industry the corporate travellers are employed in

Industry	Percentage
FMCG	17,9%
Finance	16,9%
Marketing	9,2%
manufacturing	8,2%
Sales	5,6%
IT	4,6%
Banking	4,1%
Health	4,1%
Government	2,1%
Retail	2,1%
education	1,5%
Packaging	1,5%
Pharmacy	1,5%
Construction	1,0%
Dental	1,0%
Engineering	1,0%
Logistics	1,0%
Mining	1,0%
20	0,5%
Analytical supply	0,5%
Aviation	0,5%
Colgate	0,5%
Corporate	0,5%
Development Funds	0,5%
Distribution	0,5%
Entertainment	0,5%
Environmental health and safety	0,5%
Fabrication	0,5%
Fasteners	0,5%
Food	0,5%

Freight	0,5%
Glass	0,5%
Hospitality	0,5%
Hotel & Casino	0,5%
Hygiene	0,5%
Imports	0,5%
Industrial Coatings	0,5%
Middle Management	0,5%
Motor retail	0,5%
Optometry	0,5%
Oral Care	0,5%
Paper & Pulp	0,5%
Personal Care	0,5%
Printing	0,5%
Project Management	0,5%
services	0,5%
State-Owned Financial Organisa	0,5%
Travel	0,5%
Total	100%