

An analysis of the influence of Employee Value Propositions on employee loyalty towards employers and unions, and its impact on employee commitment.

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

ABSTRACT

The purpose of this research is to examine the influence of Employee Value Proposition (EVP) on employee commitment along with the moderating effect of dual loyalty in the context of the Warehousing and storage sector in South Africa.

Employee commitment is an essential part of the employer – employee relationship and to organisational success, with employers facing growing pressure to attract and retain a committed workforce, with loyalty being perceived as a critical component of commitment.

This study is anchored in the Organisational Commitment Theory with the research aiming to understand what effects of an EVP have on the retaining and satisfying employee needs. Adopting a quantitative research methodology approach, the statistical results indicated that there is a positive relationship between the strength of an EVP and employee commitment. Organisational alignment, growth opportunities and reward systems identified as key variables in the EVP construct, which influence commitment. Loyalty as a moderator demonstrated a minimal impact of the relationship to commitment.

The findings provide insights for organisations in the design and implementation of EVP's. Enabling organisations to enhance employee commitment which in turn drives organisational performance. The nuanced view which dual loyalty brings to the Organisational Commitment Theory provides academia with an opportunity to expand future studies on the interplay between dual loyalty and organisational commitment.

KEYWORDS

Employee Value Proposition (EVP), Employee Commitment, Dual Loyalty, organisational success.

DECLARATION

I declare that this research project is my own work. It is being submitted in partial fulfilment of the requirement for the degree of Master of Business Administration at the Gordan Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University.

I further declare that I have obtained the necessary authorisation and consent to conduct this research.

Kim Cockman-Davids

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An analysis of the influence of Employee Value Propositions on employee loyalty towards employers and unions, and its impact on employee commitment.

CHAPTER 1

RESEARCH INTRODUCTION

1.1 INTRODUCTION

Organisations have come under pressure to enhance employee commitment in their pursuit of retaining skills, improve performance and strengthen the employee relationship. Along the same cause continuum, trade unions are exerting pressures to attract employees to join the organised labour fray, offering a vehicle to address employee dissatisfactions with the constructs which impact the value propositions of employers. While employees more than ever before want to experience a human-centred employment proposition which addresses their needs,(Venkataramani, 2021).

This research will focus on how different variables in the Employee Value Proposition (EVP) influence employee commitment to the organisation. With the endeavour to examine how the EVP influences employees' dual loyalty to unions and employers. The study is aims and establishing if the strength, relevance, and variables of the EVP of an organisation plays a role in determining employee loyalty.

The Organisational Commitment Theory anchors this research. Meyer et al. (1993)postulates that organisational commitment is categorised into three dimensions: continuance (time), affective (emotional), and normative (loyalty) commitments. This theoretical framework on commitment provides a foundation to explore the factors that influence employee commitment in the context of employee duality between an organisation and a union.

Zhao et al. (2020) shed light on perceived justice as a common factor in employee affiliation with both unions and employers, further highlighting the interrelation of justice, support, and commitment over time. There are several reasons why employees join unions which can be categorised into practical, believe-based, and social norms, (Holgate et al., 2021). Conversely, Zhao et al., (2020)examines

employee commitment to organisations through the lens of organisational justice and perceived organisational support, suggesting that commitment is enhanced when employees perceive fairness and support from their organisation.

By examining how the relevance and strength of the EVP variables influence employee commitment and how loyalty influences this relationship, this study seeks to contribute to the understanding of the nuances and discord within the employer – employee – trade union relationship and provide recommendations on how organisations could enhance how they develop their EVPs to positively influence employee commitment.

1.2 THE RESEARCH PROBLEM

This research will look at the complex relationship between Employee Value Proposition (EVP) and employee commitment towards both employer and trade union, as well as the impact of employee loyalty. The objective is to gain a deeper understanding of the nuances of the EVP construct which have an impact on commitment, which may subsequently influence the level of employee loyalty. Research has shown that Employee Value Propositions (EVP) can play a role in enhancing employee engagement and performance (Mortensen & Edmondson, 2023). With the benefit of employee alignment to their employer a contributor to organisational success, (KPMG, 2022). Conversely, where there is a misalignment or lack of understanding of the employer's mission, vision and values and that of the employee, along with low employee satisfaction, could lead to employee disengagement, high employee turnover and poor employee and organisational performance. By exploring how EVP influences employee commitment and the effect of employee loyalty on this relationship, this research aims to provide organisations with insights on what to focus on when designing and implementing an EVP, that would aid in the attraction, engagement and retention of employees.

Previous studies have been conducted in the field of employee commitment and Employee Value Propositions (EVP), with the focus being on various aspects of the commitment construct, and how they influence employee commitment, (Phungula et al., 2022a). There is a growing interest in better understanding the discourse between employee loyalty to organisation and employee loyalty to their trade unions, highlighting the importance of deepening the understanding of the interplay between

the three constructs. These studies will contribute to broadening the development view of the relationship between employee commitment, EVP and loyalty and how this can support organisational success through relevant and robust EVPs, (Srivastava, 2011).

Against this backdrop, this research aims to investigate the linkage between commitment and dual loyalty, with the intention of providing insights to organisations, trade unions and academia on this phenomenon. Through studying the intersections between loyalty, commitment and EVPs, this research would contribute to the understanding of the drivers in employee commitment and loyalty and how organisations can improve this through their EVPs.

1.3 THE RESEARCH QUESTIONS

“How does the Employee Value Proposition influence employee commitment and subsequently affect their dual loyalty towards employers and trade unions?”

- How does the Employee Value Proposition influence employee commitment?
- What are the variables of Employee Value Propositions (EVPs) that influence employee loyalty to their employers?
- What is the relationship between dual loyalty (to both employers and unions) and employee commitment?

1.4 THE RELEVANCE OF THE RESEARCH

1.4.1 Research Objective

- To establish if the strength of the EVP variables influences employee commitment.
- To investigate the strength of the relationship between EVP and commitment.
- To identify if loyalty as a moderator influence the relationship between EVP and commitment.

1.4.2 The Relevance of this study to industry

This research aims to enhance the understanding of the relationship between the variables of an Employee Value Proposition (EVP) and the variables employee commitment. Additionally, the study seeks to determine if loyalty towards the organisation or the trade union is influenced by this relationship.

Through a better understanding of the relationship between EVP and commitment, and how loyalty influences and is influenced by this relationship, this research study endeavours to shed light on areas of the EVP and commitment relationship which could contribute to organisations in the development of relevant and robust EVPs. Better positioning organisations to achieving their organisational objectives and creating environments which support employee well-being.

1.4.3 The relevance of this study to the academic domain

By exploring this dynamic and integrating concepts such as organisational justice and perceived support as highlighted by Zhao et al. (2020), the research sheds light on the motivations behind employees' choices. This duality adds complexity to existing frameworks, offering insights into how organisations and unions can coexist and manage overlapping loyalty.

The phenomenon for employee loyalty to both employers and unions is a concept that has practical implications for areas such as human resources management and organisational commitment as well as industrial relations in the workplace. Providing insights which would aid in the development of strategies to improve the management of workforces navigating dual loyalties.

This research aims to examine the variables in the constructs of commitment, loyalty, and employee value propositions. With the intention of providing insights into better understanding the interplay between the three constructs and provide a basis for the development of pertinent frameworks that could better aid coloration between unions and employers to address the needs of employees and how the development of a relevant employee value proposition can better align this relationship.

The research study aims to examine a part of the discourse between the employer and the trade union centred on employee loyalty. This is an important area in labour relations and studies, as it reflects the evolving role of trade unions and their relevance to employees, and the need for employers to be deliberate in the designing

of their EVPs to better align with employee expectations. Academics can use the findings from this study to develop frameworks that inform how organisations and unions can collaboratively create positive work environments.

1.5 THE RESEARCH SCOPE

This research is focused on deepening the understanding of the relationship between EVP and commitment and how the loyalty to employer and union, is influence by this, within the warehousing and logistics sector (services) in South Africa. The Logistics and Warehousing sector have been growing over the past four years with the sector being deemed as a critical player in the economic stability and growth of South Africa.

The growth of e-commerce in South Africa and the African content has resulted in an increased demand in the warehousing and storage sector. With big players in the retail sector in South Africa all increase their capacity of in warehousing and logistics in response to the increased demand, (The Exchange, 2022)

This has fuelled the demand for operational efficiencies, innovation, and capabilities in the sector, (6Wresearch, n.d.). Driving organisations to continuously improve, achieved through their strategic intentions in an environment characterised by volatility, uncertainty, complexity, and ambiguity (VUCA),(Veldsman & Pauw, 2018a). At the same time, they must address employee commitment and navigating the nuances of trade unions and their pursuit of employee loyalty.

1.6 CONCLUSION

In summary, this research study endeavours to examine how an Employee Value Proposition affect employee commitment, with employee loyalty potentially altering the strength or nature of this relationship. The roadmap of that this study will follow is annotated below:

Chapter 2

The focus of this chapter will be on a review of the literature which relates to the constructs that informed the research problem. The analysis of different research articles and the commitment theory will be discussed with specific focus on

commitment, Employee Value Proposition and employee loyalty. This will anchor the development of hypothesis that supports the research question.

Chapter 3

This chapter will discuss the research problem and hypothesis developed to investigate it. A theoretical framework of the constructs will be provided in this chapter.

Chapter 4

A detailed discussion on the research methodology and design employed in this research, will be covered in this chapter. Ethical considerations, and possible research limitations identified, will be outlined in this chapter.

Chapter 5

The statistical analysis and findings as well as the supporting data will be covered in this chapter.

Chapter 6

This chapter will provide a detailed discussion on the results recorded in the previous chapter and outline the significance of the findings in the context of the research question and hypothesis.

Chapter 7

This chapter will consist of the recommendations and conclusion of this research study.

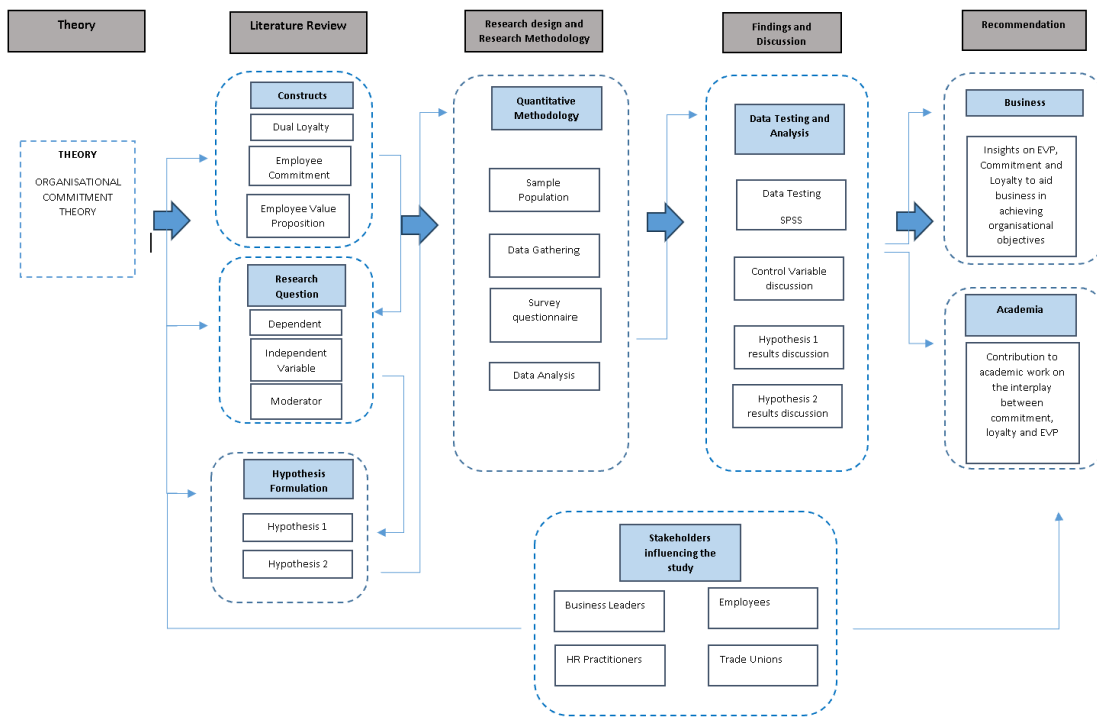


Figure 1: Research Framework - the researcher's own

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines the interplay between employee commitment and Employee Value Proposition (EVP), focusing on the nuances of dual loyalty and its impact on the employee-employer relationship. Commitment is explored within the context of the nuanced business environment, where organisations find themselves challenged in attracting and retaining a committed workforce to achieve their organisational objectives in a competitive environment.

The chapter discusses the three constructs of commitment - continuance, affective and normative commitment – which provide different perspectives as to why employees commit to an organisation. The role and importance of Employee Value Proposition (EVP) is explored in the context of what it means to employees in driving job satisfaction and job security which are contributors to employee commitment, as well as the role it plays for organisational success.

The concept of dual loyalty is introduced, highlighting its divergent nature and role which the construct plays in the employer- employee – union relationship, is discussed. Loyalty is explored in the context of it being a source of tension in the relationship and influencing employee commitment levels.

The chapter concludes with the theoretical framework of The Organisational Commitment Theory. Providing the framework which will anchor this research study.

2.2 EMPLOYEE COMMITMENT

(Aziz et al., 2021a) postulated that in a highly competitive world of business, it has become key for organisations to drive efficiencies through committed workforces. It is becoming increasingly critical for organisations to have high levels of employee focus and commitment to organisational objectives, (Aziz et al., 2021b) Defining organisation commitment as an employee's connection to an organisation, which plays a role in influencing employee turnover, how employees behave and how their work is done, (Aziz et al., 2021b).

Commitment can be categorised into three constructs: affective commitment, continuance commitment and normative commitment, each explains different reasons for an employee's commitment to an organisation. Some commitments, driven by fear, guilt or helplessness can negatively impact employees, leading to resentment when they feel they have no alternatives, (Aziz et al., 2021b).

Affective commitment is a positive commitment and stems from an employee genuinely wanting to be with an organisation because they identify with the organising culture and objectives, fostering a positive alignment between their commitment and the organisation, (Aziz et al., 2021a).

Normative commitment is commitment that stems from a sense of obligation to the organisation. This flows from the employee feeling a sense of duty in the form of a trade-off, staying because of a level of indebtedness to the organisation, (Aziz et al., 2021a).

Continuous Commitment is the commitment which flows from the lost opportunity cost which may arise if the employee leaves, with commitment only existing because of a need, (Aziz et al., 2021a).

Tanwar & Kumar (2019), proposes that an employee's decision to join an organisation include remuneration, job security, challenging work, career advancement opportunities, access to training and development, and empowerment, constructs which all contribute to the organisation's employer value proposition (EVP), (Tanwar & Prasad, 2016). (Ogohi Daniel, 2019), further posits that when organisations establish and uphold a well-structured compensation management system, they attract and retain employees who are motivated to work. This system fosters a positive perception of job and a desire to achieve organisational objectives, thus promoting organisational commitment.

Employees are inclined to put forth more effort in their work when they perceive that their job offers them the things, they consider valuable, (Ogohi Daniel, 2019a). In turn contributing to their level of commitment to an organisation.

Elevated levels of commitment mitigate turnover rates, as committed employees demonstrate loyalty, refrain from withdrawal behaviours, exhibit a willingness to learn, and strive to contribute their best to organisational success and in turn the success of the economy.

Union commitment is driven by bread-and-butter issues such as remuneration, workplace treatment, job security and the employment relationship, (Chawla et al., 2018). When considering the role of trade unions and how they influence employees' senses of belonging, protection and advancement, employees measure the effectiveness and responsiveness of trade unions from the union's ability to represent and advocate for workers' interests, the level of responsiveness to their needs and concerns, and their overall impact on improving working conditions, wages, benefits, and job security, (Preena, n.d.). With the perception of a trade union's effectiveness and responsiveness influencing employees' attitudes and commitments towards unions, Springer (n.d.) Further to this, Srivastava (2011) highlighted that how things are done in terms of procedures and processes in a union are a big influencer of union loyalty.

Similarly, Burchielli (2004: 339–342), as cited by (Gall & Fiorito (2016)), highlights three main elements: representative, administrative, and ideological, which determine trade union effectiveness. As outlined by Gall & Fiorito (2016), Representative effectiveness includes recruitment, responsiveness to members, and accomplishing key union goals. Administrative effectiveness covers aspects such as structure, strategy, innovative approaches, clarity of objectives, leadership, and staff accountability. Ideological effectiveness pertains to social values, ideological unity, fostering an engaged membership, and dedication to the union (Gall & Fiorito, 2016).

(Chawla et al., 2018) further postulate that managers can find value in better understanding what drives employee commitment to unions and how their participation is influenced by aspects of the value proposition of organisation and in turn drives behaviours which influence organisational performance.

The commitment of employees to an organisation plays a critical role in shaping organisational outcomes. Affective, normative, and continuance commitments each contribute differently to an employee's connection to their workplace, influencing behaviours, turnover intentions, and overall job performance.

The organisational value proposition, which includes factors such as remuneration, job security, career advancement opportunities, and a well-structured compensation system, impacts employee commitment. When employees perceive that their organisation offers them valuable opportunities and fair treatment, they are more

likely to exhibit loyalty, invest in their work, and contribute to the organisational success.

Trade unions play a role in shaping employee commitment by addressing key issues such as fair compensation, job security, and workplace conditions. The effectiveness of trade unions in representing and advocating for workers' interests influences employees' commitment to both the union and the organisation. Understanding these dynamics is vital for managers seeking to enhance employee commitment, as it drives organisational performance.

2.3 EMPLOYEE VALUE PROPOSITION

Veldsman & Pauw (2018b) , highlights that the employee-employer relationship is built on the principle of value exchange of giving and receiving between the two parties.

An Employee Value Proposition (EVP) is recognised as a tool for managing employees, encompassing appealing characteristics and benefits that enhance organisational outcomes, (Arasanmi & Krishna, 2019a), which serves as an organisational tool for achieving organisational outcomes by attracting desired employees and maintaining their commitment to the organisation, (Arasanmi & Krishna, 2019b; Meyer et al., 1993). This is further supported by Theys et al. (2022), who outlined the composition of the EVP being a varying range of constructs covering rewards and benefits, attraction and retention, the composition of rewards and recognition tools, talent management, the value offering and the dual beneficial components of the employment relationship. Mortensen & Edmondson (2023), identified the components of an EVP as comprising of four interrelated factors namely: material offering, employee growth and development, community and recognition, purpose and meaning. Highlighting that the modern-day approach to satisfying employee needs and retaining talent, extends beyond addressing their material needs. Further to this, Mortensen & Edmondson (2023) highlight the research done on the EVP variables such as community, which was assessed through measuring work from home initiatives. The outcome indicated that 74 percent of respondents felt that by not being in an office environment they felt that they were not part of a community.

These comprehensive definitions of EVP, positioning the Employee Value Proposition as an integrated differentiated offering consisting of rewards, benefits, and experiences with the organisation's brand, to attract and retain employees in exchange for commitment and performance, (Theys et al., 2022). Further to this Arasanmi & Krishna (2019b) postulated EVP as being a driver for organisational commitment.

Phungula et al., (2022) highlight the importance of a robust EVP in cultivating a committed, growth-orientated workforce which contributes to enhancing organisational productivity and performance. Additionally, organisations that are perceived to fulfil their EVP commitments experience significantly higher levels of employee commitment, (Munsamy & Bosch Venter, 2009) .

However, organisations may struggle to retain employee commitment due to intense competition for employee commitment as well as employee dissatisfaction with the EVP, (Arasanmi & Krishna, 2019b). A well-crafted EVP not only has the perspective of aiding in attracting and retaining employees but also fosters loyalty between employees and the employer. Research done by Hossain & Islam (2024) indicates that it is imperative that organisations identify the variables in the EVP construct which contribute to employee satisfaction as this impact's employee commitment.

Leaders are faced with the challenge of finding the balance between the four dimensions, which is aligned to the organisations objectives and appeals to the needs of the employee, (Mortensen & Edmondson, 2023).

Venkataramani (2021) further postulates that part of organisations creating EVPs that resonate with the humanist of employees is the focus on aspects such as flexibility, personal growth opportunities, personal well-being, and shared purpose in the organisation. Employee needs are dynamic, requiring organisations to regularly collect data on these changes and adapt their EVPs with this in mind. The continuous assessment of the internal organisational environment as well as the external environment is necessary to ensuring the relevance of an EVP, (Mortensen & Edmondson, 2023). Reddy (2017) positions an EVP as a comprehensive tool used to assure current and prospective employees of the value of an organisation. He further highlights that where organisation have deliberated and focused EVPs, they are able to attract and retain the right employees through employee satisfaction.

2.4 DUAL LOYALTY

In the context of employee relations, dual loyalty exists where employees experience diverging loyalties or obligations between their employer and the trade union to which they are affiliated, (Lewin, n.d.). This conflict can arise when employees deem their interests as employees to conflict with the interests or policies of their employer. This could lead to the dilemma of commitment, trust, allegiance and in turn commitment levels.

The dynamic relationship between employees, employers, and trade unions reflects a duality driven by different interests. Employees pursue a relationship with employers to secure job stability, remuneration for service rendered, benefits, and a supportive and safe workplace environment. Employers on the other side of the coin prioritise profitability, heightened productivity, cost management, and operational flexibility to sustain competitiveness and ongoing concern, (Farida & Setiawan, 2022). Bridging these different objectives, trade unions endeavour to represent the needs and interests of employees by championing their rights and welfare, while acknowledging and accommodating the organisational imperatives essential for sustainable operations and economic advancement, (Preena, n.d.).

Union instrumentality is the cost-benefit analysis which members consider with being affiliated to a trade union, (Jung et al., 2024). Jung et al. (2024) further postulate that union instrumentality is linked to job satisfaction and is influenced by both union leadership and organisation leadership. Touching on the potential contribution of synergies between organisational and union leadership on influencing loyalty and driving satisfaction which influences commitment. The model by Snape and Chan, 2018 on the antecedent of union commitment and participation highlights two sets of constructs which has been considered in this research when considering dual loyalty and commitment. One is linked to a favourable exchange for employees who belong to unions, this is underpinned by instrumentality and social exchange. There is a positive relationship between favourable exchange and union commitment. The second construct is that employee commitment to the organisation is positively linked to the level of job satisfaction.

Instrumentality has been found to be the primary driver of employee commitment to unions, (Snape & Chan, 2018). With commitment to employer being based on job satisfaction.

Against the backdrop of the dependency that all organisations (both union and businesses) have on employee loyalty to achieve objectives, function effectively and be competitive, the understand of dual loyalty as a discourse is imperative, (Srivastava, 2011). Duality has the potential to influence various facets of the commitment of employees, impacting areas such as conflict resolution, performance, organisational culture, morale, and retention Understanding the link between EVP and this phenomenon is a crucial consideration in fostering productive relationships, performance, and effectiveness in organisations.

The review of the literature indicates that the dual loyalty of employees in South Africa is influenced by roles played by both employers and trade unions. Trade unions have historically been pivotal in advocating for workers' rights, enhancing working conditions, and ensuring fair wages, which shapes employees' perceptions of their effectiveness and responsiveness, (Preena, n.d.; Uys & Holtzhausen, 2016). Concurrently, organisations strive to develop robust Employee Value Propositions (EVPs) to attract and retain employees by offering competitive remuneration, and career development. To drive commitment and alignment to organisational objectives which underpins an organisations performance.

The presence dual loyalty in the employer-employee-union relationship can be perceived as a source of tensions, affecting employee commitment levels to the organisation. The inherent nature of the employer – employee – union relationship is dualistic, with each relationship serving a distinct purpose. The relationship between employer and employee is primarily routed in organisational performance, remuneration job security and the work environment. While the relationship between employee and trade union is centred around fairness, employee rights and employee protection.

Understanding the intricacies of dual loyalty can aid organisations in fostering effective relationships and improving organisational outcomes.

2.5 THEORETICAL FRAMEWORK – ORGANISATIONAL COMMITMENT THEORY

This research is grounded in the robust theoretical framework of Organisational Commitment Theory. Providing a foundation for investigating the linkage between Employee value proposition, and employee loyalty.

Organisational commitment theory focuses on the attachment and level of loyalty of employees to their organisation, (Cohen, 2014). Employee duality through this lens recognises that employees may develop emotional, continuance, or normative commitment to their organisation, while also maintaining a sense of identity and commitment to their trade union.

As cited by (Zhao et al., 2020), academics describe organisational commitment as the bond between an employee and their employer, (Meyer & Herscovitch, 2001).

(Karmakar, 2020) further explores the definition of organisational commitment through the perspective of Miller (2003) and Meyer and Allen (1993), who highlighted organisational commitment to be how employees identify with an organisation and its goals, with an inherent intention to maintain a relationship with the organisation. (Karmakar, 2020) further unpacks Meyer and Allen (1984) who conceptualised organisational commitment as comprising two dimensions: affective and continuance.

Affective commitment refers to the positive emotions associated with identification, attachment, and involvement in the organisation, while continuance commitment pertains to the employee's obligation to remain with an organisation relative to the perceived costs of leaving. Subsequently, (Meyer et al., 1993) further introduced a third dimension, normative commitment, which explores an employee's sense of duty to remain with the organisation. Hence, organisational commitment is characterised by the CAN model, consisting of continuance, affective, and normative dimensions, (Meyer et al., 1993)

Commitment theory further extends into the realm of employee personality characteristics by,(Guay et al., 2016) who predicates the relationship between the two employee personality traits, conscientiousness and agreeableness, and

organisational commitment, which links to employee duality. Individuals with lower levels of conscientiousness and agreeableness may experience challenges in maintaining a strong commitment to their organisation, which could lead to conflicts between their loyalty to the organisation and their trade union. On the other side of the pendulum, employees with elevated levels of conscientiousness are inclined to display higher levels of job performance and adherence to organisational norms and values, which could strengthen their commitment to the organisation,(Guay et al., 2016).

The dynamics of dual loyalty can impact various aspects of organisational performance. The theoretical framework of organisational commitment suggests that an employee is influenced by several factors when framing their level of commitment, including job satisfaction, perceived organisational support, and the alignment of personal values with organisational goals amongst others, (Guay et al., 2016; Meyer et al., 1993). This research endeavours to establish which aspects of an organisations EVP influence the commitment of employees.

The literature which has been explored gives rise to key constructs which have informed the development of the research hypothesis. Which have been proposed to test the assumptions and provide evidence on the role which EVPs play in dual loyalty.

Hypothesis 1

The strength of an organisation's EVP influences an employee's commitment to the organisation.

Hypothesis 2

An organisation's EVP influence the dual loyalty of employees towards their union and employer.

The next chapter will further the discussion on the hypothesis developed.

CHAPTER 3

RESEARCH QUESTION

3.1 INTRODUCTION

This chapter explores the research question and the supporting hypothesis developed to better understand the link between the strength of an employee value proposition (EVP) and the loyalty of employees towards employers and trade unions. The constructs being explored in this study are employee value proposition, employee commitment and loyalty.

The research question:

How does the Employee Value Proposition influence employee commitment and subsequently affect their dual loyalty towards employers and trade unions?

The purpose of this question is to understand the impact a EVP and its strength, on the loyalty of employees. With the intention of ascertaining the influence a strong or weak EVP has on the loyalty of employees towards the union or the employer. The research intends on better understanding the relationship between the strength of an EVP and employee loyalty and what this implication of this is on organisations and trade unions.

- How does the Employee Value Proposition influence employee commitment and in turn the dual loyalty of employees towards their employers or trade unions?
- What are the key components of Employee Value Propositions (EVPs) that influence employee loyalty to their employers?
- What is the relationship between dual loyalty (to both employers and unions) and employee commitment?

3.2 HYPOTHESIS

Commitment in the context of organisation is the bond between employer and employee which compels and employee to remain with an organisation. One of the vehicles which facilitate this commitment is the employee value proposition, which comprised of both financial and non-financial elements which influence this commitment, (Kapoor, 2020).

Hypothesis 1

The strength of an organisation's EVP influences an employee's commitment to the organisation.

According to Onsardi et al. (2017), there are factors in the employment relationship which influence employee loyalty. These factors are amongst others, compensation, empowerment, and job satisfaction, all of which are element of an employee value proposition. Considering the importance of engagement and loyal employees towards the performance of an organisation, by improving these elements organisations can influence the loyalty of employees which in turn impact the performance of the organisation.

Hypothesis 2

An organisation's EVP influence the dual loyalty of employees towards their union and employer.

Dependent variable (DV)

Commitment (how commitment to the employer influences loyalty/commitment OR loyalty to trade union and or organisation

Independent variable (IV)

Employee Value Proposition

Moderator(M)

Trade Union Loyalty OR Employee commitment

3.3 RESEARCH FRAMEWORK

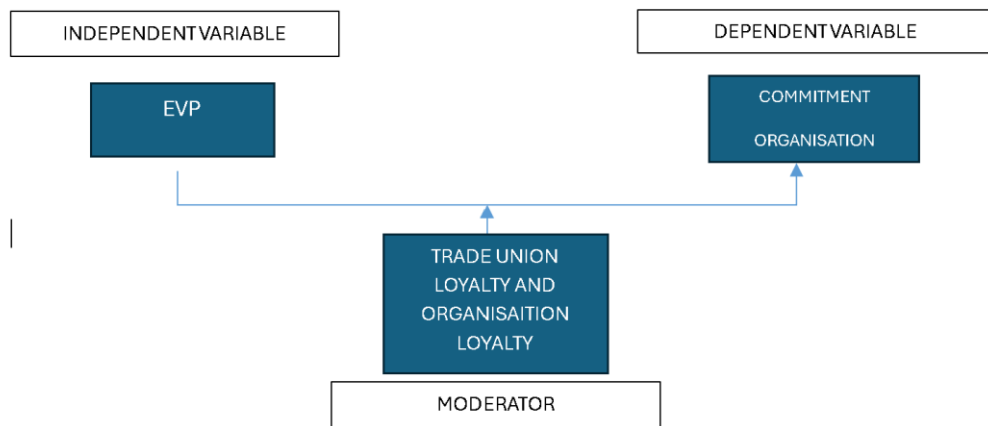


Figure 2: Research constructs

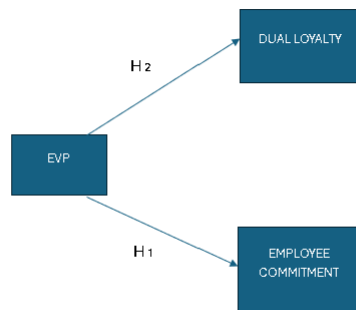


Figure 3: Hypothesis depiction

This chapter has outlined the research question and the hypothesis which this research endeavours to address. The next chapter will unpack the research design and methodology used to gather the required data to answer the research question and test the hypothesis.

The next chapter will detail the research methodology adopted for this research study.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

This chapter describes the research methodology that will be followed in the analysis of the relationship between EVPs and dual loyalty. The research seeks to gain insights from actors in the warehousing sector on how an employee value proposition (EVP) influences the dual loyalty of employees between employer and union. A systematic approach was taken which focused on the appropriate design, data collection strategy, and statistical data analysis methods were adopted to effectively answer the research questions.

The pillars of this research have been established in Chapter 1 and articulated in the research questions and the research objectives.

The research questions

- How does the Employee Value Proposition influence employee commitment and in turn the dual loyalty of employees towards their employers or trade unions?
- What are the key components of Employee Value Propositions (EVPs) that influence employee loyalty to their employers?
- What is the relationship between dual loyalty (to both employers and unions) and employee commitment?

Research Objectives

- Establish if the strength of an EVP influences employee commitment.
- Investigate if there is a relationship between EVP and commitment.
- Identify which constructs of EVP influence dual loyalty.

4.2 RESEARCH DESIGN

The research design section provides a framework which highlights the roadmap followed in conducting this research to address the research question. Placing emphasis on the methodology chosen to best support this research, the data collection route followed, and the methods used to analysis the collected data.

The research was exploratory in nature and tested the existing theory of organisational commitment, and the association between commitment as the dependent variable; employee value proposition as the independent variable and the influence this relationship has on union commitment. The exploratory approach provided a backdrop to better understand the nuances surrounding organisational commitment theory and the constructs presented in the research question(Saunders & Lewis, 2017).

4.2.1 Research Approach

The research approach employed was deductive in nature, with the hypothesis developed from the literature reviewed. As highlighted by Streefkerk (2022), the deductive approach takes a bottom-up approach on existing theory, acting as the foundational framework that the research seeks to refine or expand on, through the process of data collection and review of existing literature.

Through the collection of new data, this research endeavoured to test the hypothesis developed from literature and theories reviewed, (Saunders & Lewis, 2017). The two hypothesis which flowed from the literature review were: The strength of an organisation's EVP influences and employee's commitment to the organisation; and an organisation's EVP influence the dual loyalty of employees towards their union and employer.

Deductive reasoning, according to Hyde (2000), allows for theories to be tested with the aim of determining the relevance of the theory to the research constructs identified.

4.2.2 Research Method

A quantitative research method was employed for this study. Quantitative research emphasises empirical data, objectivity, hypothesis testing, generalisation, and causal analysis through statistical techniques. This method is particularly suited for studies that seek to establish cause-and-effect relationships and generate replicable results.

Apuke (2017) outlines that quantitative research is a method used to explain constructs by gathering empirical data.

4.2.3 Research Strategy

The research strategy will consist of collecting primary data using self-administered surveys as well as secondary data collected from published research material accessed through databases and online platforms.

4.2.4 Primary Data

Primary data was collected through the distribution of a structured survey administered to a predetermined sample from the warehousing and distribution population. The survey will be designed to gather numerical data from the identified sample size from the population, which will be analysed statically. The aim is to achieve generalisable interpretations and replica results, as emphasised by Park et al. (2020). This will ensure that the findings can be applied broadly, and that the study's methodology can be repeated in future research.

The strengths associated with conducting a quantitative survey as a method of collecting data is that it provides an elevated level of representativeness of the entire population, collected at a lower cost compared to other data collection methods. While the challenge associated with the method is the dependence on the respondent's level of transparency in responding to the questions asked on the survey, ((Almeida et al., 2017).

4.2.5 Secondary Data

Secondary data was collected and used to augment the data sets collected through the distributed surveys. The Secondary data analysis involved examining data that has already been collected by others. This approach allowed the researcher to explore research questions using extensive datasets in the research process,(Donnellan & Lucas, 2013). The advantages of using secondary datasets in this research were that the method offered cost savings, time efficiency, access to

large sample sizes, and access to diverse data sources relating to the key aspects of the research topic, (Allen, 2017).

4.2.6 Time Horizon

This research was cross sectional due to the time limitations associated with the study. Data was collected at a point in time for the purpose of addressing the research question, (Saunders & Lewis, 2017). Data was collected from September 2024 to October 2024.

4.3 RESEARCH METHOD

4.3.1 Population and Sample

The warehousing and distribution sector in South Africa was identified as the research population. A service organisation which operates in the sector, and that has a presence across the nine provinces of South Africa was identified as a sample within the identified population, (Saunders & Lewis, 2018). The research survey was distributed amongst the employees (impacted by the employee value proposition) of the organisation. Purposive sampling was used to obtain a representative, unbiased, and statistically valid sample on how employees perceive the influence of EVPs on their dual loyalty between employer and union. This contributed to the enhancement of the reliability, validity, and generalisability of the research findings, which would contribute to the knowledge in the domain, (Tajik & Golzar, 2022). The survey was distributed using email and short messaging services (SMS) across the nine provinces in South Africa.

4.3.2 Unit of analysis

According to Dovetail Editorial Team (2023), a unit of analysis is central to the constructs in the research question and describes who is going to be studied to address the research problem. This allows the researcher to analyse data collected from the identified unit, as a representation of the population sample, which enables the researcher to better understand the research problem.

The unit of analysis for this research was at an individual level and identified as each employee who participated in the survey. This enabled the researcher to record and analyse the perception of employees at an individual level on loyalty, commitment,

and the employee value proposition. The survey was distributed to 625 employees, there were 149 responses received.

4.3.3 Sampling and size

A sample of the population was chosen for this research study as access to the full population was not possible. The size of the sample targeted was 250, the survey was sent out to 625 employees in the organisation identified for the research. A total of 149 responses were received.

Purposive sampling was the sampling technique used in this study, (Saunders & Lewis, 2017). This technique was appropriate to the study as the organisation and sector in which the study was conducted was chosen based on accessibility to the sample population and them meeting the criterion of being a typical case representative of the warehousing industry, therefore ore aiding being suited to test the constructs of the research question, (Saunders & Lewis, 2017).

4.4 DATA GATHERING

The data for this research was collected through the distribution of a survey on Google forms and email. The distribution of the link was via email and short messaging services (SMS), to a list of the employees within the organisation sampled. A follow up message using email and message services was sent to the original employee contact list. As part of the survey questionnaire there was a section which outlined the purpose of the research, as well as a consent disclaimer question in section 1 of the five sections of the questionnaire. The estimated completion time for the survey was annotated as 10-15 minutes and the details of the researcher was annotated in the overview section.

4.4.1 Measurement instrument

A self-administrative survey was used as the instrument to collect data in this research. The survey consisted of five sections namely, an overview of the research, the consent and demographics of the participant, organisational commitment, dual loyalty, and employee value proposition. The sections were informed by the constructs in the research question and the hypothesis developed from the literature reviewed. To ensure the independence of the data collection and reduce any biases,

the researcher remained outside of the data collection process, (Saunders & Lewis, 2017).

4.4.2 Scale

The consent and demographics section of the survey used a 2-option scale as well as a short answer text option to answer the questions. In section three to five a Likert scale ranging from 1 - strongly disagree to 5 - strongly agree, was used as a rating scale. The survey questions were derived from pre-developed questionnaires within the relevant domain. The questions were adapted to align with the specific context of this research. Ensuring that the data collected was pertinent and valid for the research constructs being investigated. The Likert scale was used to rate questions as it enabled the researcher to evaluate the extent of agreement or disagreement with a statement. Likert scales are an effective and practical tool to assess traits that are not easily observable,(Jebb et al., 2021).

4.4.3 Survey

The survey used in the research was developed from reliable sources which measure Employee satisfaction, Employee value proposition, and Organisational commitment. In ensuring that the survey was fit for purpose, there were three sections which focused on the constructs of the research question and the hypothesis,(Saunders & Lewis, 2017). These sections incorporated elements from the "Measurement of Organisational Commitment" by Mowday, Steers, and Porter (University of Oregon), (Mowday et al., 1979)and the "Commitment to Union Measure" framed as dual loyalty by Gordon et al. (1980), (Thacker et al., 1990). The dataset on employee value proposition (EVP) and performance of selected fast-moving consumer goods (FMCGs) firms in Nigeria,(Salau et al., 2018) . ("Determinants of retention strategies and sustainable performance of ...")

Construct	Question	Source	SPSS
Commitment	My values and the organisations values are similar	(Mowday et al., 1979)	C1
	I feel little loyalty to the organisation I work for.	(Mowday et al., 1979)	C2
	I talk about how great the organisation I work for is, to my friends.	(Mowday et al., 1979)	C3
	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful	(Mowday et al., 1979)	C4
	I am proud to tell others that I am a part of the organisation for which I work	(Mowday et al., 1979)	C5
	The organisation for which I work inspires me to do my best in terms of my job performance.	(Mowday et al., 1979)	C6
	I am glad that I chose to work for the organisation I work for.	(Mowday et al., 1979)	C7
	There is no benefit to me if I stay committed to this organisation.	(Mowday et al., 1979)	C8
	I care about the future of this organisation.	(Mowday et al., 1979)	C9
	Choosing to work for this organisation was a wrong decision.	(Mowday et al., 1979)	C10
	The organisation I work for is the best organisation to work for.	(Mowday et al., 1979)	C11

Table 4.1: Organisational commitment construct

Dual Loyalty

Construct	Question	Source	SPSS
Loyalty	I prioritise loyalty to my employer over. loyalty to my union.	(Thacker et al., 1990)	L1
	I prioritise loyalty to my trade union over loyalty to my employer.	(Thacker et al., 1990)	L2
	I feel equally loyal to my employer and my trade union.	(Thacker et al., 1990)	L3
	I do not feel loyal to either my employer or my trade union.	(Thacker et al., 1990)	L4

Table 4.2: Loyalty construct questions

Employee Value Proposition Effectiveness (EVP)

Construct	Question	Source	SPSS
EVP	I take pride in my organisation.	(Salau et al., 2018)	EVP 1
	The organisation's performance is important to me.	(Salau et al., 2018)	EVP 2
	The values of the organisation are well communicated.	(Salau et al., 2018)	EVP 3
	I am committed to the organisation's values.		EVP 4
	The incentive program in my organisation is well communicated.	(Salau et al., 2018)	EVP 5
	Reward and recognition are based on how I perform my job	(Salau et al., 2018)	EVP 6
	I receive a competitive salary for the work that I do	(Salau et al., 2018)	EVP 7
	There are growth opportunities in the organisation in which I work.	(Salau et al., 2018)	EVP8
	My organisation has a good incentive program.	(Salau et al., 2018)	EVP9

Table 4.3: Employee Value Proposition construct questions

4.5 DATA ANALYSIS METHOD

The data analysis approached was informed by the quantitative data collection method employed in this research. The analysis tool used was the Statistical Package for the Social Sciences (SPSS), which supported quantitative datasets, allowed for the statistical testing of the data and provided reliable output, (Pathuddin et al., 2021)

4.5.1 Data Editing

To ensure that the data collected was clean, accurate and free of errors, the data was edited before being analysed. In total, there were 149 responses received when the survey was closed. All questions were marked as “required” questions. In total, 24 of the responses contained errors in the form of incorrectly captured responses under tenure, position, and place of work. After the removal of these erroneous responses from the survey, 125 responses were coded.

4.5.2 Data Coding

The data collected was coded for the purpose of pattern identification, consistency and to reduce the collected data to critical points, (Saunders & Lewis, 2017).

The scale used to code section 2 which contain participants consent and demographic information.

Gender	Code
Male	1
Female	2

Table 4.4: Gener control variable

Age	Code
19 - 30	1
31 - 39	2
40 -49	3
50 - 59	4
60 - 65	5

Table 4.5: Age control variable

Tenure	Code
<1	1
1 to 5	2
6 to 10	3
11 to 15	4
15 >	5

Table 4.6: Tenure control variable

Position	Code
Manager	1
Supervisor	2
Process Controller	3
General Worker/Warehouse Operator	4
Other	5

Table 4.7: Position control variable

Responses	Code
Yes	1
No	2

Table 4.8: Coding

The scale used to code section 3 to 5 which contained to constructs of the research were as per the below:

Code	Description
1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

Table 4.9: Likert scale coding

4.5.3 Validity Test

The validity test of the survey aided in establishing the alignment between the survey questions and the research question,(Heale & Twycross, 2015).

The validity of each construct was tested to establish if the sub-questions addressed the research question. The Bivariate Pearson correlation coefficient test was used to establish viability of each construct in the survey. on the questions was conducted

on the ESPSS tool prior to sending out the survey. The total of all responses was established, the Bivariate Pearsons Correlation was done on the commitment, loyalty, and EVP constructs respectively and the scores correlated against the total score of all the responses. The results from each test reflected a significant variance, confirming the validity of the survey.

4.5.4 Reliability Test

A reliability test is conducted on research questions to establish internal consistency of the variables which support the construct being tested, (Heale & Twycross, 2015).

According to Shuttleworth (2015) a score of 0.7 and higher is viewed as an acceptable reliability. The reliability test on the survey was conducted on SPSS using the Cronbach Alpha to establish reliability and consistency of the commitment, loyalty, and employee value proposition (EVP) construct.

The reliability test conducted on each question under the commitment construct reflected a Cronbach alpha of 0.7, the reliability for loyalty was 0.80 and 0.90 for the EVP construct, all demonstrating an acceptable reliability.

4.5.5 Normality Test

To establish if the data followed a normal distribution, a normality test was conducted using on SPSS. This aided in the verification of the accuracy and reliability of the dataset. The Normality test was conducted through descriptive statistics, with the results on the histogram and p-plot diagram demonstrating a normal distribution of the variables. This affirmed the reliability and validity of the variables being used to test the research hypothesis.

4.5.5 Factor Analysis

Factor analysis, a variable reduction technique, was applied to assess the research survey. This method evaluated whether the questions under each construct correlated with each other to best represent the construct, (Goretzko et al., 2021)

The components of each construct were loaded accordingly: four questions for the loyalty component, nine questions for the commitment component, and nine questions for the EVP component.

Each component analysed reflected a KMO score > 0.6 and a Bartlett test p-value < 0.05 . Based on the outcomes of the factor analysis, three components accounted for

77.9% of the data variance in the EVP construct, while two components represented 69% of the data variance in the loyalty construct and two variables represented 69% of the variance in the commitment construct.

4.6 DATA ANALYSIS

Based on the empirical nature of quantitative research, Descriptive Statistics, The Linear Regression and The Hierarchical Multiple Regression analysis tools on SPSS were used to analyse the collected data. The Linear regression test was used to evaluate the relationship between the Dependent variable (DV) – Commitment and the Independent variable (IV) – Employee Value Proposition. Hierarchical multiple Regression was used to test the impact of the moderator (M) on the relationship between Commitment and EVP. The data analysis methods selected for this research enabled the researcher to assess the strength and direction of the relationship between Employee Value Proposition (EVP) and commitment and how the moderator loyalty affects the relationship.

4.7 DATA INTEGRITY

The integrity and quality of the data collected is critical in ensuring that the data effectively represents the research study, to realise the desired value from the study, (Cai & Zhu, 2015). In the researcher's endeavour to ensuring the quality and integrity of the data collected, several quality control measures were implemented. Validity and reliability tests were conducted on the survey and the data collected. Data editing was performed to clean the data, ensuring accuracy and completeness of the data.

The collected data was managed honestly and ethically, with measures followed to prevent manipulation or distortion. Confidentiality of the participants was maintained by limiting access to the data only to the researcher and on request from the Gordan's Institute of Sciences (the academic institute through which this research is being facilitated). The survey data was securely stored on the Google Forms platform.

The purpose of the research was clearly explained in a prelude to the survey, ensuring participants were well-informed. The student details of the researcher were annotated on the prelude of the survey.

4.8 LIMITATIONS

The survey method employed for this research used a Likert scale, this limited the responses of participants to the rating on the scale. Limiting the level of quality responses received from respondents.

Selective bias was a limitation in that only individuals in the sample population who demonstrate an interest in the topic responding to the survey.

The variables used to assess the constructs were selected from non-exhaustive list of variables and are subject to an organisations objectives and focus areas. Therefore, only enabling this research to focus on the aspects represented by the variables chosen.

The cross-sectional nature of the research influenced the number of respondents reached, therefore only capturing a snapshot in time and not necessarily changes or trends relating to the constructs, over time.

4.9 CONCLUSION

This chapter outlined the research methodology employed in this study, which assessed the relationship between employee value propositions (EVPs) and commitment and the influence which loyalty has on the relationship. The chapter outlined the design and distribution of the research survey. The collected data was analysed using IBM Statistical package for Social Sciences (SPSS) software, which tested the validity, reliability and correlation of the three researched constructs and their respective variables. The limitations were highlighted as well as the measures taken by the researcher to improve the credibility and quality of the collected data.

The next chapter will consist of the presentation of the results of the data analysis.

CHAPTER 5

RESEARCH RESULTS

5.1 INTRODUCTION

This chapter presents the results from the statistical analysis of the collected data. The results will be examined in line with the research framework set out in the previous chapter. A survey was distributed through Google forms and email, to a sample of 750 employees in the Warehousing and Distribution sector, out of which 149 responses were received. After the coding and editing of the data, 125 responses were deemed appropriate for the statistical analysis.

The research study focused on establishing the existence and strength of the relationship between Employee Value Proposition (EVP) and commitment. The sample group focused on employees impacted by the EVP, in the Warehousing and Distribution sector. This included all employees from junior levels to middle management in the organisation.

To test for validity of the survey questions, Pearson's Bivariate Correlation test was employed on SPSS. The reliability of the survey questions was assessed using the Cronbach's Alpha test, with an acceptable score being in the range of 0.7 to 0.8 to confirm the reliability of the questions, (Taber, 2018).

The factor Analysis test was conducted to establish the correlation between the questions and the constructs in the research study. The tests using the SPSS tool included the Pearson's Correlation test, KMO test which required a measure of >0.5 to be deemed acceptable and Bartlett test which required a P value of < 0.05 to be considered suitable for the analysis, (Sigudla & Maritz, 2023).

The data collected was then analysed utilising the Linear regression analysis and Hierarchical Multiple regression on SPSS.

The research question which informed the constructs and hypothesis tested for this research study was:

How does the Employee Value Proposition influence employee commitment and subsequently affect their dual loyalty towards employers and trade unions?

The constructs in the research study were commitment, loyalty, and employee value propositions.

The hypothesis tested in the research:

Hypothesis one

The strength of an organisation's EVP influences an employee's commitment to the organisation.

Hypothesis two

The strength of the employee value proposition (EVP) influences employee commitment, with loyalty as a moderator variable.

5.2 DATA TESTS

5.2.1 Validity

The Pearsons Bivariate Correlation test on SPSS, was used to test for validity and accuracy of the questions developed to test each construct. A score of >0.3 was required for the questions to be considered valid.

The Validity test for the commitment construct demonstrated a significant correlation for ten of the 11 questions tested. The score for C2 was at 0.176 which was less than the prescribed score of >0.3 for significant correlation to exist. Based on this, C2 was removed as a question under the construct of commitment. The Bivariate Pearsons Correlation test was conducted after removing question C2, the results demonstrated a significant correlation for all the variables tested under the commitment construct.

Correlations - Commitment													
		C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	Total
C1	My values and the organisations values are similar	1	-0,020	,465	,458	,483	,454	,514	-,287	,645	-,376	,509	,645
			0,816	0,000	0,000	0,000	0,000	0,000	0,001	0,000	0,000	0,000	0,000
C2	I feel little loyalty to the organisation I work for.	-0,020	1	-0,055	-0,010	0,031	0,008	0,001	,361	0,060	,247	0,052	,178
		0,816		0,531	0,907	0,723	0,925	0,989	0,000	0,497	0,004	0,553	0,044
C3	I talk about how great the organisation I work for is, to my friends.	,465	-0,055	1	,389	,647	,596	,653	-,447	,568	-,391	,631	,708
		0,000	0,531		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
C4	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful	,458	-0,010	,389	1	,632	,510	,599	-,375	,629	-,337	,512	,546
		0,000	0,907	0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
C5	I am proud to tell others that I am a part of the organisation for which I work	,483	0,031	,647	,632	1	,687	,777	-,441	,688	-,452	,704	,778
		0,000	0,723	0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000
C6	The organisation for which I work inspires me to do my best in terms of my job performance.	,454	0,008	,596	,510	,687	1	,730	-,407	,658	-,404	,609	,695
		0,000	0,925	0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000
C7	I am glad that I chose to work for the organisation I work for.	,514	0,001	,653	,599	,777	,730	1	-,465	,711	-,515	,752	,797
		0,000	0,989	0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000
C8	There is no benefit to me if I stay committed to this organisation.	-,287	,361	-,447	-,375	-,441	-,407	-,465	1	-,364	,497	-,357	-,321
		0,001	0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000
C9	I care about the future of this organisation.	,645	0,060	,568	,629	,688	,658	,711	-,364	1	-,356	,633	,754
		0,000	0,497	0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000
C10	Choosing to work for this organisation was a wrong decision.	-,376	,247	-,391	-,337	-,452	-,404	-,515	,497	-,356	1	-,439	-,373
		0,000	0,004	0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000
C11	The organisation I work for is the best organisation to work for.	,509	0,052	,631	,512	,704	,609	,752	-,357	,633	-,439	1	,778
		0,000	0,553	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000
Total		,645	,176	,708	,546	,778	,695	,797	-,321	,754	-,373	,778	1
		0,000	0,044	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	

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

Table 5.1: Commitment validity results

Correlations - Commitment													
		C1	C3	C4	C5	C6	C7	C8	C9	C10	C11	Total	
C1	My values and the organisations values are similar	1	,465	,458	,480	,443	,514	-,287	,645	-,376	,509	,643	
			0,000	0,000	0,000	0,000	0,000	0,001	0,000	0,000	0,000	0,000	
C3	I talk about how great the organisation I work for is, to my friends.	,465	1	,389	,648	,594	,653	-,447	,568	-,391	,631	,709	
		0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	
C4	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful	,458	,389	1	,632	,506	,599	-,375	,629	-,337	,512	,547	
		0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	
C5	I am proud to tell others that I am a part of the organisation for which I work	,480	,648	,632	1	,690	,763	-,450	,675	-,450	,688	,778	
		0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000	
C6	The organisation for which I work inspires me to do my best in terms of my job performance.	,443	,594	,506	,690	1	,696	-,428	,626	-,396	,574	,690	
		0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000	
C7	I am glad that I chose to work for the organisation I work for.	,514	,653	,599	,763	,696	1	-,465	,711	-,515	,752	,789	
		0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000	
C8	There is no benefit to me if I stay committed to this organisation.	-,287	-,447	-,375	-,450	-,428	-,465	1	-,364	,497	-,357	-,324	
		0,001	0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000	
C9	I care about the future of this organisation.	,645	,568	,629	,675	,626	,711	-,364	1	-,356	,633	,746	
		0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000	
C10	Choosing to work for this organisation was a wrong decision.	-,376	-,391	-,337	-,450	-,396	-,515	,497	-,356	1	-,439	-,372	
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000	
C11	The organisation I work for is the best organisation to work for.	,509	,631	,512	,688	,574	,752	-,357	,633	-,439	1	,769	
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000	
Total		,643	,709	,547	,778	,690	,789	-,324	,746	-,372	,769	1	
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		

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

Table 5.2: Revised results for Commitment validity

The correlation test results for the questions under the construct of Loyalty demonstrated a significant correlation with a score of >0.3. This indicated that all questions were effective to measuring the Loyalty construct.

Correlations - Loyalty						
		L1	L2	L3	L4	Total
L1	I prioritise loyalty to my employer over loyalty to my union.	1	,189*	,233**	,311**	,654**
			0,030	0,007	0,000	0,000
L2	I prioritise loyalty to my trade union over loyalty to my employer.	,189*	1	,681**	,665**	,485**
		0,030		0,000	0,000	0,000
L3	I feel equally loyal to my employer and my trade union.	,233**	,681**	1	,786**	,462**
		0,007	0,000		0,000	0,000
L4	I do not feel loyal to either my employer or my trade union.	,311**	,665**	,786**	1	,497**
		0,000	0,000	0,000		0,000
Total		,654**	,485**	,462**	,497**	1
		0,000	0,000	0,000	0,000	

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

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

Table 5.3: Loyalty validity results

The correlation test results for the variables under the construct of Employee Value Proposition demonstrated a significant correlation for eight of the nine questions. The score for question EVP 8 (“There are growth opportunities in the organisation in which I work”) at a score of -0.056 was lower than the prescribed >0.3.

Correlations - EVP											
	EVP1	EVP2	EVP3	EVP4	EVP5	EVP6	EVP7	EVP8	EVP9	Total	
EVP1	I take pride in my organisation.	1	,619**	,585**	,572**	,426**	,448**	,386**	-0,076	,418**	,568**
			0,000	0,000	0,000	0,000	0,000	0,384	0,000	0,000	0,000
EVP2	The organisation's performance is important to me.	,619**	1	,598**	,618**	,450**	,471**	,323**	-0,104	,335**	,591**
		0,000		0,000	0,000	0,000	0,000	0,236	0,000	0,000	0,000
EVP3	The values of the organisation are well communicated.	,585**	,598**	1	,700**	,779**	,697**	,535**	-0,101	,628**	,767**
		0,000	0,000		0,000	0,000	0,000	0,249	0,000	0,000	0,000
EVP4	I am committed to the organisation's values.	,572**	,618**	,700**	1	,513**	,503**	,385**	-0,134	,459**	,688**
		0,000	0,000	0,000		0,000	0,000	0,127	0,000	0,000	0,000
EVP5	The incentive program in my organisation is well communicated.	,426**	,450**	,779**	,513**	1	,720**	,593**	-0,123	,746**	,761**
		0,000	0,000	0,000	0,000		0,000	0,161	0,000	0,000	0,000
EVP6	Reward and recognition are based on how I perform my job.	,448**	,471**	,697**	,503**	,720**	1	,643**	-0,012	,628**	,753**
		0,000	0,000	0,000	0,000	0,000		0,000	0,894	0,000	0,000
EVP7	I receive a competitive salary for the work that I do.	,386**	,323**	,535**	,385**	,593**	,643**	1	-0,098	,668**	,684**
		0,000	0,000	0,000	0,000	0,000	0,000		0,263	0,000	0,000
EVP8	There are growth opportunities in the organisation in which I work.	-0,076	-0,104	-0,101	-0,134	-0,123	-0,012	-0,098	1	-0,167	-0,056
		0,384	0,236	0,249	0,127	0,161	0,894	0,263		0,056	0,522
EVP9	My organisation has a good incentive program.	,418**	,335**	,628**	,459**	,746**	,628**	,668**	-0,167	1	,783**
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,056		0,000
Total		,568**	,591**	,767**	,688**	,761**	,753**	,684**	-0,056	,783**	1
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,522	0,000	

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

Table 5.4: EVP validity results - 1

The EVP 8 question was removed from the survey and the correlation test was redone. The score from the second correlation report for the EVP construct demonstrated significant correlation across all eight questions.

Correlations - EVP										
		EVP1	EVP2	EVP3	EVP4	EVP5	EVP6	EVP7	EVP9	Total
EVP1	I take pride in my organisation.	1	,619**	,585**	,572**	,426**	,448**	,386**	,418**	,562**
			0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
EVP2	The organisation's performance is important to me.	,619**	1	,598**	,618**	,450**	,471**	,323**	,335**	,566**
		0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000
EVP3	The values of the organisation are well communicated.	,585**	,598**	1	,700**	,779**	,697**	,535**	,628**	,768**
		0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000
EVP4	I am committed to the organisation's values.	,572**	,618**	,700**	1	,513**	,503**	,385**	,459**	,688**
		0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000
EVP5	The incentive program in my organisation is well communicated.	,426**	,450**	,779**	,513**	1	,720**	,593**	,746**	,761**
		0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000
EVP6	Reward and recognition are based on how I perform my job.	,448**	,471**	,697**	,503**	,720**	1	,643**	,628**	,752**
		0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000
EVP7	I receive a competitive salary for the work that I do.	,386**	,323**	,535**	,385**	,593**	,643**	1	,668**	,685**
		0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000
EVP9	My organisation has a good incentive program.	,418**	,335**	,628**	,459**	,746**	,628**	,668**	1	,779**
		0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000
Total		,562**	,566**	,768**	,688**	,761**	,752**	,685**	,779**	1
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	

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

Table 5.5: EVP validity revised results

5.2.2 RELIABILITY

The Cronbach's Alpha test in SPSS was used to determine reliability. The results indicated that reliability for each of the three constructs namely, commitment, loyalty and EVP was found to be acceptable. The results are presented below:

Reliability Statistics Commitment	
Cronbach's Alpha	N of Items
0,706	10

Table 5.6: Commitment reliability test results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,800	4

Table 5.7: Loyalty reliability test results

Reliability Statistics - EVP	
Cronbach's Alpha	N of Items
0,903	8

Table 5.8: EVP reliability test results

5.2.3 FACTOR ANALYSIS

5.2.3.1 Commitment Construct

Pearsons Correlation on Commitment

The test results indicated that there was correlation between the ten variables in the commitment construct with no further reduction or expansion required to support the construct.

Correlations - Commitment												
		C1	C3	C4	C5	C6	C7	C8	C9	C10	C11	Total
C1	My values and the organisations values are similar	1	,465**	,458**	,480**	,443**	,514**	-,287**	,645**	-,376**	,509**	,643**
C3	I talk about how great the organisation I work for is, to my friends.	,465**	1	,389**	,648**	,594**	,653**	-,447**	,568**	-,391**	,631**	,709**
C4	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful	,458**	,389**	1	,632**	,506**	,599**	-,375**	,629**	-,337**	,512**	,547**
C5	I am proud to tell others that I am a part of the organisation for which I work	,480**	,648**	,632**	1	,690**	,763**	-,450**	,675**	-,450**	,688**	,778**
C6	The organisation for which I work inspires me to do my best in	,443**	,594**	,506**	,690**	1	,696**	-,428**	,626**	-,396**	,574**	,690**
C7	I am glad that I chose to work for the organisation I work for.	,514**	,653**	,599**	,763**	,696**	1	-,465**	,711**	-,515**	,752**	,789**
C8	There is no benefit to me if I stay committed to this organisation.	-,287**	-,447**	-,375**	-,450**	-,428**	-,465**	1	-,364**	,497**	-,357**	-,324**
C9	I care about the future of this organisation.	,645**	,568**	,629**	,675**	,626**	,711**	-,364**	1	-,356**	,633**	,746**
C10	Choosing to work for this organisation was a wrong decision.	-,376**	-,391**	-,337**	-,450**	-,396**	-,515**	,497**	-,356**	1	-,439**	-,372**
C11	The organisation I work for is the best organisation to work for.	,509**	,631**	,512**	,688**	,574**	,752**	-,357**	,633**	-,439**	1	,769**

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

Table 5.9: Correlation - Commitment 1

KMO and Bartlett Test on Commitment

The KMO and Bartlett test for the commitment construct reflected a good factor analysis result of 0.9 which was greater than the prescribed acceptable score of 0.6. The Bartlett's Test which provides an indication of whether the variables under the construct can be measured as an average, indicated a p-value of 0.00.

KMO and Bartlett's Test ^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,922
Bartlett's Test of Sphericity	Approx. Chi-Square	788,849
	df	45
	Sig.	0,000
a. Based on correlations		

Table 5.10: KMO and Bartlett test result - Commitment

Eigen Values on Commitment

Eigen values which are greater than 1 are deemed to be significant, (Sigudla & Maritz, 2023). The ten variables for the commitment construct load onto 1 component.

Indicating that one variable demonstrated significance in explaining the data under the commitment construct. The one variable accounted for 58% of the variables.

Total Variance Explained							
Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	My values and the organisations values are similar	5,809	58,087	58,087	5,809	58,087	58,087
2	I talk about how great the organisation I work for is, to my friends.	0,930	9,299	67,386			
3	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful	0,677	6,766	74,151			
4	I am proud to tell others that I am a part of the organisation for which I work	0,626	6,256	80,408			
5	The organisation for which I work inspires me to do my best in terms of my job performance.	0,523	5,235	85,642			
6	I am glad that I chose to work for the organisation I work for.	0,412	4,124	89,766			
7	There is no benefit to me if I stay committed to this organisation.	0,320	3,195	92,962			
8	I care about the future of this organisation.	0,266	2,658	95,619			
9	Choosing to work for this organisation was a wrong decision.	0,241	2,412	98,032			
10	The organisation I work for is the best organisation to work for.	0,197	1,968	100,000			

Extraction Method: Principal Component Analysis.

Table 5.11: eigen Values results - Commitment

5.2.3.2 Loyalty Construct

Pearsons Correlation on Loyalty

The test results indicated that there was correlation between the four variables in the loyalty construct with no further reduction or expansion required to support the construct.

Correlations - Loyalty						
		L1	L2	L3	L4	Total
L1	I prioritise loyalty to my employer over loyalty to my union.	1	,189*	,233**	,311**	,654**
L2	I prioritise loyalty to my trade union over loyalty to my employer.	,189*	1	,681**	,665**	,485**
L3	I feel equally loyal to my employer and my trade union.	,233**	,681**	1	,786**	,462**
L4	I do not feel loyal to either my employer or my trade union.	,311**	,665**	,786**	1	,497**

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

Table 5.12: Correlations for Loyalty

KMO and Bartlett Test on Loyalty

The KMO and Bartlett test for the loyalty construct reflected a good factor analysis result of 0.7 which was greater than the prescribed acceptable score of 0.6. The Bartlett's Test which provides an indication of whether the variables under the construct can be measured as an average, indicated a p value of 0.00.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,740
Bartlett's Test of Sphericity	Approx. Chi-Square	228,563
	df	6
	Sig.	0,000

Table 5.13: KMO and Bartlett's test results for Loyalty

Eigen Values for Loyalty

Eigen values which are greater than 1 are deemed significant,(Sigudla & Maritz, 2023). The four variables for the commitment construct loaded onto one component. Indicating that one variable demonstrated significance in explaining the data under the commitment construct. The variable accounted for 63.5% of the variables.

Total Variance Explained							
Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	I prioritise loyalty to my employer over loyalty to my union.	2,540	63,501	63,501	2,540	63,501	63,501
2	I prioritise loyalty to my trade union over loyalty to my employe	0,893	22,330	85,830			
3	I feel equally loyal to my employer and my trade union.	0,358	8,946	94,776			
4	I do not feel loyal to either my employer or my trade union.	0,209	5,224	100,000			

Extraction Method: Principal Component Analysis.

Table 5.14: Eigen values result for Loyalty

5.2.3.3 Employee Value Proposition (EVP) Construct

Pearsons Correlation

The test results indicated that there was correlation between the nine variables in the employee value proposition construct with no further reduction or expansion required to support the construct. The Score for each variable was higher than 0.3.

Correlations - EVP										
		EVP1	EVP2	EVP3	EVP4	EVP5	EVP6	EVP7	EVP9	Total
EVP1	I take pride in my organisation.	1	,619**	,585**	,572**	,426**	,448**	,386**	,418**	,562**
			0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
EVP2	The organisation's performance is important to me.	,619**	1	,598**	,618**	,450**	,471**	,323**	,335**	,566**
		0,000		0,000	0,000	0,000	0,000	0,000	0,000	0,000
EVP3	The values of the organisation are well communicated.	,585**	,598**	1	,700**	,779**	,697**	,535**	,628**	,768**
		0,000	0,000		0,000	0,000	0,000	0,000	0,000	0,000
EVP4	I am committed to the organisation's values.	,572**	,618**	,700**	1	,513**	,503**	,385**	,459**	,688**
		0,000	0,000	0,000		0,000	0,000	0,000	0,000	0,000
EVP5	The incentive program in my organisation is well communicated.	,426**	,450**	,779**	,513**	1	,720**	,593**	,746**	,761**
		0,000	0,000	0,000	0,000		0,000	0,000	0,000	0,000
EVP6	Reward and recognition are based on how I perform my job.	,448**	,471**	,697**	,503**	,720**	1	,643**	,628**	,752**
		0,000	0,000	0,000	0,000	0,000		0,000	0,000	0,000
EVP7	I receive a competitive salary for the work that I do.	,386**	,323**	,535**	,385**	,593**	,643**	1	,668**	,685**
		0,000	0,000	0,000	0,000	0,000	0,000		0,000	0,000
EVP9	My organisation has a good incentive program.	,418**	,335**	,628**	,459**	,746**	,628**	,668**	1	,779**
		0,000	0,000	0,000	0,000	0,000	0,000	0,000		0,000
Total		,562**	,566**	,768**	,688**	,761**	,752**	,685**	,779**	1
		0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000

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

Table 5.15: Correlations for EVP

KMO and Bartlett's Test

The KMO and Bartlett test for the employee value proposition construct reflected a good factor analysis result of 0.8 which was greater than the prescribed acceptable score of 0.6. The Bartlett's Test which provides an indication of whether the variables under the construct can be measured as an average, indicated a p value of 0.00.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,880
Bartlett's Test of Sphericity	Approx. Chi-Square	678,739
	df	28
	Sig.	0,000

Table 5.16: KMO and Bartlett's test results for EVP

Eigen Values

Eigen values which are greater than 1 are significant, (reference) The 8 variables for the EVP construct load onto 2 components. Indicating that two variables demonstrated significance in explaining the data under the commitment construct. Variable 1 and 2 accounted for 74.9% of the variables.

Total Variance Explained									
Component		Initial Eigenvalues			Extraction Sums of Squared Loadings				
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %		
1	I take pride in my organisation.	4,894	61,175	61,175	4,894	61,175	61,175		
2	The organisation's performance is important to me.	1,101	13,767	74,942	1,101	13,767	74,942		
3	The values of the organisation are well communicated.	0,509	6,365	81,307					
4	I am committed to the organisation's values.	0,409	5,119	86,425					
5	The incentive program in my organisation is well communicated.	0,379	4,733	91,159					
6	Reward and recognition are based on how I perform my job.	0,320	3,999	95,158					
7	I receive a competitive salary for the work that I do.	0,235	2,937	98,095					
8	My organisation has a good incentive program.	0,152	1,905	100,000					

Table 5.17: Eigen values test results for EVP

Normality Test

The results demonstrated an equal distribution of the questions.

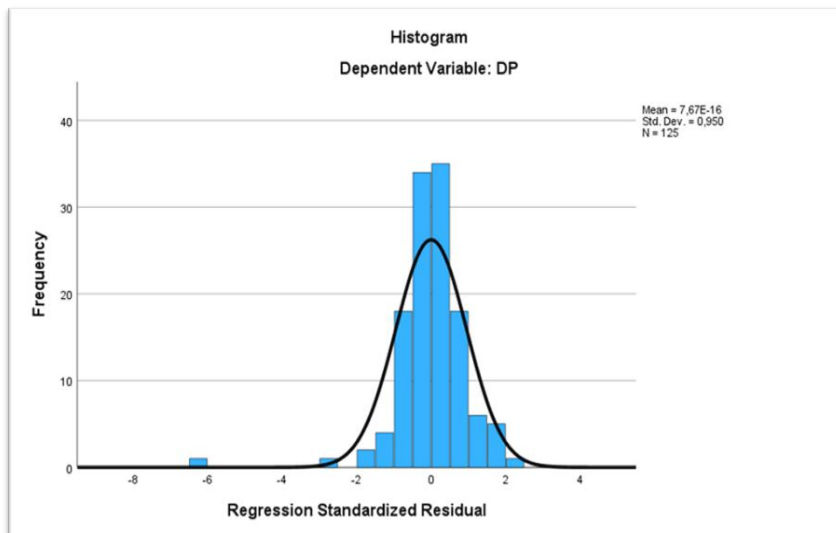


Figure 5.1: Histogram

The p-plot diagram demonstrated plots along the diagonal continuum. This confirmed the normal distribution of the variables. Indicating validity and reliability.

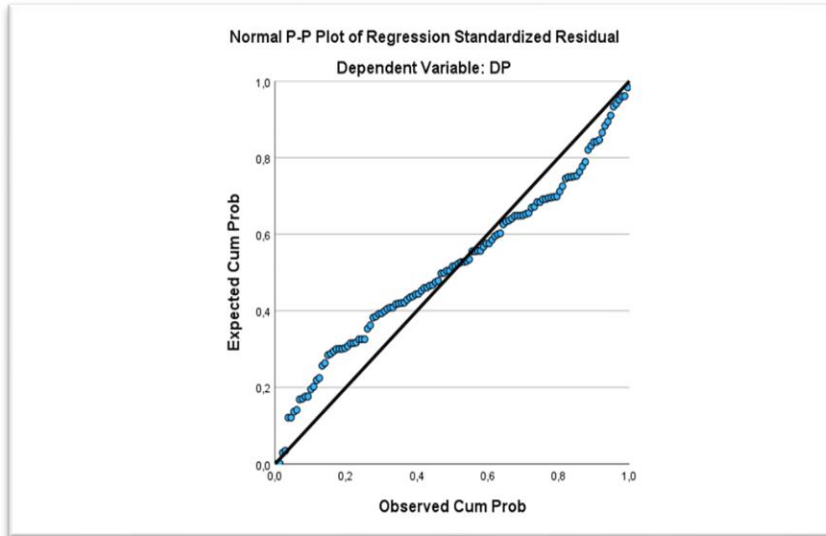


Figure 5.2: P-Plot diagram

Variables

The control variable used in this research study were gender, age, union membership, tenure and position held in the organisation. The number of responses received for the survey was 149 with 125 being considered viable for analysis.

Gender

The data analysed consisted of 125 respondents, 95 being male and 30 being female. Males represented 76% of the data analysed while females represented 24% of the data analysed.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		95	76,0	76,0	76,0
		30	24,0	24,0	100,0
		125	100,0	100,0	

Table 5.18: Gender control variable

Position

The responses received were from employees in the position of managers, supervisors, process controllers, general worker and other. The critical mass of the respondents were process controllers at 22.8% of the respondents, general workers/

warehouse operators formed 32.8% of the respondents and other formed 32.8% of the respondents. All the respondents worked in the organisation which operates in the Warehousing and Distribution Sector and are impacted by the employee value proposition of the organisation.

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		13	10,4	10,4	10,4
		2	1,6	1,6	12,0
		28	22,4	22,4	34,4
		41	32,8	32,8	67,2
		41	32,8	32,8	100,0
		125	100,0	100,0	

Table 5.19: Position Control variable

Age

The age distribution of the respondents was in the 19-30 range with the number of respondents in this range making up 53.6% of the respondents and 31,2% of the respondents being in the 31-39 age range.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		67	53,6	53,6	53,6
		39	31,2	31,2	84,8
		14	11,2	11,2	96,0
		5	4,0	4,0	100,0
		125	100,0	100,0	

Table 5.20: Age control variable

Union Membership

Union membership was used as a control variable, with 16.8% of the respondents indicating that they were part of a union.

Union Member					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		21	16,8	16,8	16,8
		104	83,2	83,2	100,0
		125	100,0	100,0	

Table 5.21: Union Membership control variable

Tenure

Tenure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1	30	24,0	24,0	24,0
	1-5	73	58,4	58,4	82,4
	6-10	8	6,4	6,4	88,8
	11-15	11	8,8	8,8	97,6
	>15	3	2,4	2,4	100,0
	Total	125	100,0	100,0	

Table 5.22: Tenure control variable

5.3 LINEAR REGRESSION AND HIERARCHICAL MULTIPLE REGRESSION TEST

The Linear regression test was used to analyse H1 to establish the relationship between commitment and employee value proposition (EVP). Hierarchical Multiple regression was used to analyse the relationship between the dependent variable of commitment and the independent variables of employee value proposition (EVP), including the moderator of loyalty.

The hierarchical multiple regression analysis indicated a regression coefficient greater than 0.3 between the dependent variable – commitment - and the independent variable -employee value proposition (EVP), as well as one variable under the moderator loyalty, suggesting a moderate to strong positive correlation or relationship between commitment and employee value proposition (EVP) as well as a slight significance from the moderator construct of loyalty.

In contrast, the regression coefficient was less than 0.3 for the moderator construct of loyalty, indicating a weak relationship and limited moderator effect on the relationship between the independent variable of commitment and dependent variable of employee value proposition (EVP).

The p-value of 0.00 for commitment, and employee value proposition was significant with the r p-value of loyalty as a moderator being 0.10 indicating that there is no meaningful relationship as the requirement for significance is a p-value less than 0.01.

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	19,264	1,518		12,691	0,000					
	EVP	0,590	0,049	0,736	12,072	0,000	0,736	0,736	0,736	1,000	1,000
2	(Constant)	17,900	1,722		10,395	0,000					
	EVP	0,555	0,053	0,692	10,405	0,000	0,736	0,686	0,630	0,831	1,203
	Loyalty	0,174	0,106	0,109	1,639	0,104	0,393	0,147	0,099	0,831	1,203

a. Dependent Variable: Commitment

Table 5.23: Coefficients between the dependent variable -commitment, the independent variable – employee value proposition, and the moderator – loyalty

The strength of the relationship between the independent variable – EVP was tested against the dependent variables of commitment. The frequency of the descriptive statistic reflected a means score of 37.17 for commitment, 30.33 of the employee value proposition constructs and 14.12 for loyalty.

Statistics				
		Commitment	EVP	Loyalty
N	Valid	125	125	125
	Missing	0	0	0
Mean		37,1760	30,3360	14,1200
Median		38,0000	31,0000	14,0000
Mode		42,00	32,00	16,00
Std. Deviation		5,27634	6,58070	3,30835
Variance		27,840	43,306	10,945
Range		40,00	28,00	15,00
Minimum		10,00	12,00	5,00
Maximum		50,00	40,00	20,00

Table 5.24: Frequency statistics for commitment, employee value proposition and loyalty

The descriptive statistics reflected the means of each variable under each of the constructs. The variables which reflected a mean score below the average was C8 with a means score of 2.55 (“There is no benefit to me if I stay committed to this

organisation) “and C10 with a means score of 1.93 (“Choosing to work for this organisation was a wrong decision”).

Descriptive Statistics						
		N	Minimum	Maximum	Mean	Std. Deviation
C1	My values and the organisations values are similar.	125	1,00	5,00	3,9520	0,99073
C3	I talk about how great the organisation I work for is, to my friends.	125	1,00	5,00	3,7280	1,11714
C4	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful.	125	1,00	5,00	4,3680	0,78838
C5	I am proud to tell others that I am a part of the organisation for which I work.	125	1,00	5,00	4,1120	0,97729
C6	The organisation for which I work inspires me to do my best in terms of my job performance.	125	1,00	5,00	4,2320	0,94302
C7	I am glad that I chose to work for the organisation I work for.	125	1,00	5,00	4,1360	0,94480
C8	There is no benefit to me if I stay committed to this organisation.	125	1,00	5,00	2,5520	1,19445
C9	I care about the future of this organisation.	125	1,00	5,00	4,2800	0,76832
C10	Choosing to work for this organisation was a wrong decision.	125	1,00	5,00	1,9360	1,06819
C11	The organisation I work for is the best organisation to work for.	125	1,00	5,00	3,8800	1,04419
L1	I prioritise loyalty to my employer over loyalty to my union.	125	1,00	5,00	4,1760	0,78354
L2	I prioritise loyalty to my trade union over loyalty to my employer.	125	1,00	5,00	3,0160	1,25070
L3	I feel equally loyal to my employer and my trade union.	125	1,00	5,00	3,5120	1,08223
L4	I do not feel loyal to either my employer or my trade union.	125	1,00	5,00	3,4160	1,06395
EVP1	I take pride in my organisation.	125	1,00	5,00	3,9520	0,97432
EVP2	The organisation's performance is important to me.	125	2,00	5,00	4,3120	0,72308
EVP3	The values of the organisation are well communicated.	125	1,00	5,00	3,9520	0,99884
EVP4	I am committed to the organisation's values.	125	1,00	5,00	4,1680	0,68080
EVP5	The incentive program in my organisation is well communicated.	125	1,00	5,00	3,6080	1,16325
EVP6	Reward and recognition are based on how I perform my job.	125	1,00	5,00	3,7280	1,20064
EVP7	I receive a competitive salary for the work that I do.	125	1,00	5,00	3,2560	1,21751
EVP9	My organisation has a good incentive program.	125	1,00	5,00	3,3600	1,23393
Valid N (listwise)		125				

Table 5.25: Descriptive statistics for the variable of commitment, loyalty, and employee value proposition

5.4 RESEARCH RESULTS

5.4.1 Hypothesis 1

The strength of an organisation’s EVP influences an employee’s commitment to the organisation.

The Descriptive statistics for the commitment and employee value proposition demonstrated a means score of 37.17 for commitment and 30.33 for employee value proposition.

Statistics			
		Commitment	EVP
N	Valid	125	125
	Missing	0	0
Mean		37,1760	30,3360
Median		38,0000	31,0000
Mode		42,00	32,00
Std. Deviation		5,27634	6,58070
Minimum		10,00	12,00
Maximum		50,00	40,00

Table 5.26: Frequency statistics for commitment and EVP

The descriptive statistics results indicated that the variable with the highest score under the EVP variables was EVP2 (“The organisations performance is important to me”).

Descriptive Statistics				
		Mean	Std. Deviation	N
C	Commitment	37,176	5,27634	125
EVP1	I take pride in my organisation.	3,952	0,97432	125
EVP2	The organisation's performance is important to me.	4,312	0,72308	125
EVP3	The values of the organisation are well communicated.	3,952	0,99884	125
EVP4	I am committed to the organisation's values.	4,168	0,6808	125
EVP5	The incentive program in my organisation is well communicated.	3,608	1,16325	125
EVP6	Reward and recognition are based on how I perform my job	3,728	1,20064	125
EVP7	I receive a competitive salary for the work that I do	3,256	1,21751	125
EVP9	My organisation has a good incentive program.	3,36	1,23393	125

Table 5.27: Descriptive statistics for commitment and EVP

The multiple regression test for H1 reflected a r^2 of 0.589 which indicated that 58% of commitment was influenced by employee value proposition. The F value of 0.00 demonstrates the strength of employee value proposition as the independent

variable has a statistical significance impact on the dependent variable of commitment.

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,768 ^a	0,589	0,561	3,49528	0,589	20,821	8	116	0,000

a. Predictors: (Constant), EVP9, EVP2, EVP1, EVP7, EVP4, EVP6, EVP5, EVP3

b. Dependent Variable: Commitment

Table 5.28: Multiple Regression test for Hypothesis 1

To establish which of the employee value propositions variables had the highest impact on employee commitment, the standardised coefficient Beta scores were analysed. The results indicated that the EVP 9 at a beta score of 0.40 and EVP 4 at a beta score of 0.26, had the highest score, affirming that there was a strong influence of these EVP (4 and 9) variables on commitment. In terms of the statistical significance relationship, EVP 9 demonstrate a p-value of 0.00 indicating a significant relationship between EVP 9 and commitment.

Coefficients ^a													
Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
			B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)		17,103	2,154		7,941	0,000						
	EVP1	I take pride in my organisation.	-0,062	0,477	-0,011	-0,129	0,897	0,482	-0,012	-0,008		0,456	2,195
	EVP2	The organisation's performance is important to me.	0,769	0,644	0,105	1,194	0,235	0,522	0,110	0,071		0,454	2,203
	EVP3	The values of the organisation are well communicated.	-0,085	0,695	-0,016	-0,122	0,903	0,634	-0,011	-0,007		0,204	4,896
	EVP4	I am committed to the organisation's values.	2,083	0,713	0,269	2,920	0,004	0,607	0,262	0,174		0,418	2,394
	EVP5	The incentive program in my organisation is well	0,276	0,550	0,061	0,502	0,616	0,635	0,047	0,030		0,241	4,152
	EVP6	Reward and recognition are based on how I perform my job.	0,204	0,430	0,046	0,474	0,636	0,573	0,044	0,028		0,370	2,701
	EVP7	I receive a competitive salary for the work that I do.	0,349	0,378	0,081	0,923	0,358	0,553	0,085	0,055		0,465	2,151
	EVP9	My organisation has a good incentive program.	1,715	0,447	0,401	3,838	0,000	0,691	0,336	0,228		0,324	3,086

a. Dependent Variable: Commitment

Table 5.29: Coefficients for commitment and employee value proposition (EVP)

5.4.2 Hypothesis 2

The strength of the employee value proposition (EVP) influences employee commitment, with loyalty as a moderator variable.

The descriptive statistics reflects that commitment as a construct had the highest mean score of 37.1 followed by EVP with a mean score of 30.3

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Loyalty	125	5,00	20,00	14,1200	3,30835	10,945
EVP	125	12,00	40,00	30,3360	6,58070	43,306
Commitment	125	10,00	50,00	37,1760	5,27634	27,840
Valid N (listwise)	125					

Table 5.30: Descriptive statistics for loyalty, EVP, and commitment

The Detailed analysis of the variables of each constructed indicated that C4 (“I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful.”) had the highest mean score followed by EVP2 (“The organisation’s performance is important to me”). The lost mean score was reflected in C10 (“Choosing to work for this organisation was a wrong decision.”) with a mean score of 1.19 and C8 (“There is no benefit to me if I stay committed to this organisation”) with a mean score of 2.55.

Descriptive Statistics							
		N	Minimum	Maximum	Mean	Std. Deviation	Variance
C1	My values and the organisations values are similar.	125	1,00	5,00	3,9520	0,99073	0,982
C3	I talk about how great the organisation I work for is, to my friends.	125	1,00	5,00	3,7280	1,11714	1,248
C4	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful.	125	1,00	5,00	4,3680	0,78838	0,622
C5	I am proud to tell others that I am a part of the organisation for which I work.	125	1,00	5,00	4,1120	0,97729	0,955
C6	The organisation for which I work inspires me to do my best in terms of my job performance.	125	1,00	5,00	4,2320	0,94302	0,889
C7	I am glad that I chose to work for the organisation I work for.	125	1,00	5,00	4,1360	0,94480	0,893
C8	There is no benefit to me if I stay committed to this organisation.	125	1,00	5,00	2,5520	1,19445	1,427
C9	I care about the future of this organisation.	125	1,00	5,00	4,2800	0,76832	0,590
C10	Choosing to work for this organisation was a wrong decision.	125	1,00	5,00	1,9360	1,06819	1,141
C11	The organisation I work for is the best organisation to work for.	125	1,00	5,00	3,8800	1,04419	1,090
L1	I prioritise loyalty to my employer over loyalty to my union.	125	1,00	5,00	4,1760	0,78354	0,614
L2	I prioritise loyalty to my trade union over loyalty to my employer.	125	1,00	5,00	3,0160	1,25070	1,564
L3	I feel equally loyal to my employer and my trade union.	125	1,00	5,00	3,5120	1,08223	1,171
L4	I do not feel loyal to either my employer or my trade union.	125	1,00	5,00	3,4160	1,06395	1,132
EVP1	I take pride in my organisation.	125	1,00	5,00	3,9520	0,97432	0,949
EVP2	The organisation's performance is important to me.	125	2,00	5,00	4,3120	0,72308	0,523
EVP3	The values of the organisation are well communicated.	125	1,00	5,00	3,9520	0,99884	0,998
EVP4	I am committed to the organisation's values.	125	1,00	5,00	4,1680	0,68080	0,463
EVP5	The incentive program in my organisation is well communicated.	125	1,00	5,00	3,6080	1,16325	1,353
EVP6	Reward and recognition are based on how I perform my job.	125	1,00	5,00	3,7280	1,20064	1,442
EVP7	I receive a competitive salary for the work that I do.	125	1,00	5,00	3,2560	1,21751	1,482
EVP9	My organisation has a good incentive program.	125	1,00	5,00	3,3600	1,23393	1,523
Valid N (listwise)		125					

Table 5.31: The descriptive statistics for the variables of commitment, loyalty, and EVP

The loyalty construct was tested against the independent variable EVP and dependent variable Commitment to establish if loyalty as a moderator had an impact on the relationship. In Model 1 the r^2 value indicated that 54,2% of commitment was influenced by employee value proposition and the p-value of 0.00 indicated a significant relationship existed between commitment and EVP.

In Model 2 the r^2 value indicated that 55.0% of commitment was influenced by the interaction between commitment, EVP, and Loyalty. The p-value of 0.13 was greater than 0.05 which indicated that there was no significant impact on the relationship between EVP and commitment when loyalty as a moderator was introduced.

Model Summary ^c									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,736 ^a	0,542	0,539	3,58414	0,542	145,730	1	123	0,000
2	,742 ^b	0,550	0,543	3,56657	0,008	2,215	1	122	0,139

a. Predictors: (Constant), EVP

b. Predictors: (Constant), EVP, Loyalty_EVP_Interaction

c. Dependent Variable: Commitment

Table 5.32: Model Summary for commitment, loyalty, and EVP

When analysing the coefficients to establish the influence Loyalty as a moderator has on the relationship between EVP and commitment, the results from the hierarchical multiple regression analysis were reviewed. The Beta score for Model 1 was the highest, with a value of 0.73 and a p-value of 0.00. The Beta score for model two which included loyalty as a moderator, was 0.62 and has a p-value of 0.00. This demonstrated that there was a positive relationship between commitment and EVP.

When loyalty was introduced, commitment decreased slightly from 0.73 to 0.62 The Beta score for the interaction between loyalty, EVP, and commitment, was 0.14 and p-value of 0.13 demonstrating that the strength of the relationship between commitment and EVP is not significantly affected by loyalty.

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	19,264	1,518		12,691	0,000					
	EVP	0,590	0,049	0,736	12,072	0,000	0,736	0,736	0,736	1,000	1,000
2	(Constant)	19,969	1,583		12,614	0,000					
	EVP	0,497	0,079	0,620	6,269	0,000	0,736	0,494	0,381	0,377	2,656
	Loyalty_EVP_Interaction	0,005	0,003	0,147	1,488	0,139	0,637	0,134	0,090	0,377	2,656

a. Dependent Variable: Commitment

Table 5.33: Hierarchical Multiple regression for commitment, EVP, and loyalty

Coefficients ^a										
Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
			B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)		21,031	2,342		8,980	0,000			
	L1	I prioritise loyalty to my employer over loyalty to my union	3,257	0,537	0,484	6,064	0,000	0,517	0,484	0,461
	L2	I prioritise loyalty to my trade union over loyalty to my employer.	0,821	0,446	0,195	1,839	0,068	0,279	0,166	0,140
	L3	I feel equally loyal to my employer and my trade union.	0,044	0,614	0,009	0,071	0,943	0,238	0,007	0,005
	L4	I do not feel loyal to either my employer or my trade union.	-0,026	0,626	-0,005	-0,041	0,968	0,271	-0,004	-0,003
2	(Constant)		16,158	2,351		6,872	0,000			
	L1	I prioritise loyalty to my employer over loyalty to my union	0,270	0,579	0,040	0,467	0,642	0,517	0,044	0,028
	L2	I prioritise loyalty to my trade union over loyalty to my employer.	0,179	0,368	0,042	0,485	0,629	0,279	0,046	0,029
	L3	I feel equally loyal to my employer and my trade union.	-0,005	0,493	-0,001	-0,011	0,991	0,238	-0,001	-0,001
	L4	I do not feel loyal to either my employer or my trade union.	0,202	0,504	0,041	0,401	0,689	0,271	0,038	0,024
	EVP1	I take pride in my organisation.	-0,105	0,499	-0,019	-0,209	0,835	0,482	-0,020	-0,013
	EVP2	The organisation's performance is important to me.	0,778	0,665	0,107	1,171	0,244	0,522	0,110	0,070
	EVP3	The values of the organisation are well communicated.	-0,067	0,720	-0,013	-0,093	0,926	0,634	-0,009	-0,006
	EVP4	I am committed to the organisation's values.	1,874	0,746	0,242	2,513	0,013	0,607	0,231	0,151
	EVP5	The incentive program in my organisation is well communicated.	0,324	0,571	0,071	0,567	0,572	0,635	0,053	0,034
	EVP6	Reward and recognition are based on how I perform my job.	0,119	0,444	0,027	0,269	0,788	0,573	0,025	0,016
	EVP7	I receive a competitive salary for the work that I do.	0,356	0,387	0,082	0,921	0,359	0,553	0,087	0,055
	EVP9	My organisation has a good incentive program.	1,613	0,463	0,377	3,486	0,001	0,691	0,313	0,209
	3	(Constant)		14,073	5,707		2,466	0,015		
L1		I prioritise loyalty to my employer over loyalty to my union	0,383	0,646	0,057	0,594	0,554	0,517	0,056	0,036
L2		I prioritise loyalty to my trade union over loyalty to my employer.	0,355	0,575	0,084	0,618	0,538	0,279	0,059	0,037
L3		I feel equally loyal to my employer and my trade union.	0,152	0,631	0,031	0,240	0,810	0,238	0,023	0,014
L4		I do not feel loyal to either my employer or my trade union.	0,401	0,708	0,081	0,566	0,573	0,271	0,054	0,034
EVP1		I take pride in my organisation.	-0,021	0,543	-0,004	-0,039	0,969	0,482	-0,004	-0,002
EVP2		The organisation's performance is important to me.	0,850	0,691	0,117	1,231	0,221	0,522	0,116	0,074
EVP3		The values of the organisation are well communicated.	-0,046	0,725	-0,009	-0,064	0,949	0,634	-0,006	-0,004
EVP4		I am committed to the organisation's values.	1,967	0,784	0,254	2,510	0,014	0,607	0,232	0,151
EVP5		The incentive program in my organisation is well communicated.	0,432	0,633	0,095	0,682	0,497	0,635	0,065	0,041
EVP6		Reward and recognition are based on how I perform my job.	0,185	0,475	0,042	0,391	0,697	0,573	0,037	0,024
EVP7		I receive a competitive salary for the work that I do.	0,446	0,448	0,103	0,996	0,322	0,553	0,094	0,060
EVP9		My organisation has a good incentive program.	1,676	0,490	0,392	3,418	0,001	0,691	0,309	0,206
Loyalty_EVP_Interaction			-0,005	0,014	-0,167	-0,401	0,689	0,637	-0,038	-0,024

a. Dependent Variable: Commitment

Table 5.34: Coefficients for commitment, loyalty, and EVP

The correlation analysis between commitment and loyalty indicates a r value of 0.39 indicating that as loyalty increases there is a 39.3% impact on commitment.

Correlations			
		Commitment	Loyalty
Pearson Correlation	Commitment	1,000	0,393
	Loyalty	0,393	1,000
Sig. (1-tailed)	Commitment		0,000
	Loyalty	0,000	
N	Commitment	125	125
	Loyalty	125	125

Table 5.35: Correlation for commitment and loyalty

The correlation analysis between commitment and EVP indicates a r value of 0.73 indicating that as EVP increases, there is a 73.6% impact on commitment which is a strong relationship between the two constructs. The p-value of 0.00 further confirms the significance between the two constructs. In contrast, the relationship between loyalty and commitment indicated a r value of 0.39, affirming that the EVP – Commitment relationship is more significant.

Correlations			
		Commitment	EVP
Pearson Correlation	Commitment	1,000	0,736
	EVP	0,736	1,000
Sig. (1-tailed)	Commitment		0,000
	EVP	0,000	
N	Commitment	125	125
	EVP	125	125

Table 5.36: Correlation between commitment and EVP

The control variables were analysed against the three constructs. Gender demonstrated no significant relationship with the three constructs, with an r-value for loyalty of 0.053, an r-value for EVP of 0.11 and an r-value of 0.06 for commitment. The p-values further demonstrated that there was no significant relationship between gender and the constructs, with the p-value for loyalty at 0.5, the p-value for EVP at 0.20 and the p-value for commitment at 0.46.

Age as a control variable was analysed next, with the results indicating that there was no significant relationship with EVP with the r-value of 0.034 and a r-value of 0.001 with commitment. The r-value of -0.192 for age with loyalty indicated a negative correlation, with the p-value of 0.032.

Union membership as a control variable indicated that there was no significant relationship with EVP with an r-value of 0.082. The r-value for commitment was 0.03, which indicated that there was no significant relationship between union membership and commitment as a construct. The r-value for loyalty was -0.263 and the p-value was 0.003 indicating a negative relationship between union membership and loyalty.

Correlations							
		Gender	Age	Union Membership	Loyalty	EVP	Commitment
Gender	Pearson Correlation	1	0,007	0,002	0,053	0,114	0,067
	Sig. (2-tailed)		0,936	0,982	0,554	0,205	0,460
	N	125	125	125	125	125	125
Age	Pearson Correlation	0,007	1	0,046	-,192 [*]	0,034	0,001
	Sig. (2-tailed)	0,936		0,612	0,032	0,703	0,991
	N	125	125	125	125	125	125
Union Membership	Pearson Correlation	0,002	0,046	1	-,263 ^{**}	0,082	0,039
	Sig. (2-tailed)	0,982	0,612		0,003	0,364	0,662
	N	125	125	125	125	125	125
Loyalty	Pearson Correlation	0,053	-,192 [*]	-,263 ^{**}	1	,411 ^{**}	,393 ^{**}
	Sig. (2-tailed)	0,554	0,032	0,003		0,000	0,000
	N	125	125	125	125	125	125
EVP	Pearson Correlation	0,114	0,034	0,082	,411 ^{**}	1	,736 ^{**}
	Sig. (2-tailed)	0,205	0,703	0,364	0,000		0,000
	N	125	125	125	125	125	125
Commitment	Pearson Correlation	0,067	0,001	0,039	,393 ^{**}	,736 ^{**}	1
	Sig. (2-tailed)	0,460	0,991	0,662	0,000	0,000	
	N	125	125	125	125	125	125
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 5.37: Correlation between control variables and the constructs

5.5 CONCLUSION

The research has effectively explored the relationship between Employee Value Proposition (EVP), employee commitment, and dual loyalty to employers and trade unions within the Warehousing and Distribution sector.

The research survey's reliability and validity were confirmed through the Pearson's Correlation, Cronbach's Alpha, and Factor analysis test.

The data results indicated a significant correlation between EVP and employee commitment. Additionally, the result from the linear regress analysis affirmed that EVP significantly influenced commitment, supporting Hypothesis 1.

The findings from Hypothesis 2 confirmed that EVP had a slight impact on dual loyalty. The hierarchical multiple regression analysis reflected a low significant relationship between EVP and dual loyalty.

The Relationship between commitment and EVP had a significant relationship. Loyalty had a lower impact on the relationship between EVP and Employee Commitment. The standardised Beta value indicated that EVP had a stronger influence on commitment than loyalty. Although both the loyalty and the EVP demonstrated a relationship with commitment, the relationship with EVP was more pronounced.

In the next Chapter, the results established for each hypothesis will be discussed in detail.

CHAPTER 6

RESULTS DISCUSSION

6.1 INTRODUCTION

In this chapter, the results which were presented in Chapter 5 will be discussed in detail. The discussion will be Informed by the research question, which is anchored in the literature, which was reviewed, which informed the hypothesis tested in this study. The results will be augmented by secondary data relevant to this study, with the intention of providing depth to the findings and simultaneously highlight the significance of the findings.

Research question:

How does the Employee Value Proposition influence employee commitment and subsequently affect their dual loyalty towards employers and trade unions?

The research question emanated from the challenge faced my employer to attain commitment through the development and implementation of an effective employee value proposition alongside sharing the loyalty with the trade unions.

Employee value proposition is a critical component of organisations attracting and retaining talented and committed workforces, a critical aspect of organisations achieving competitive advantage. The selected variables which make-up the framework of an employee value proposition have been known to reduce employee turnover by 69 percent,(Turner, 2023).

Further to this, KPMG reported that 80 percent of leaders recognise the role which a strong EVP plays in attracting and retaining talented employees,(KPMG, 2022). KPMG (2022), further elucidates that the benefits of a strong EVP are evident in the productive of employees and performance of an organisation. With a one out of five employees confident that their organisations keep to their EVP commitments.

Dey (2012) indicates that where organisations do not keep to their EVP commitment this leads to employees increasing their dependence on the union go address their need for security.

This research was undertaken to contribute the acquired insights to industry and academia pertaining to the how EVPs affect employee commitment and dual loyalty.

6.2 CONTROL VARIABLES DISCUSSION

The control variables provided insights into the demographics, tenure, and positions of the sampled population in the Warehousing and Storage sector in South Africa. The profile of the population sampled indicated that 76 percent of the respondents were male and only 24 percent of the respondent, female. Indicating that males still dominate the sector.

The average age of the respondents was between 19-30 demonstrating that the workforce in the sector was still young, with 32 percent of respondents being warehouse operators and 22.4 percent being process controllers, which are important in the operations of warehousing and storage. Fifty-eight (58) percent of the respondents have been with the organisation from between 1-5 years. The inference which can be made from this is that here is a level of stability in the sample group. The union membership was at 16.8 percent, with many of the respondents not being part of a union. This could present a limitation in that the views of the non-union members could control the direction of the results. Impact on the generalisability of the findings pertaining to dual loyalty as a moderator in the relationship between commitment and EVP.

6.3 RESULTS DISCUSSION: HYPOTHESIS 1

6.3.1 Descriptive Statistics

Based on the descriptive statistics which focused on the relationship between commitment and EVP the means score was 37.17 for commitment and 30.33 for employee value proposition (EVP). This indicated that the employees from the sample population of the warehousing and storage sector have a high commitment level to the organisation with there being an opportunity for enhancements in the EVP to further the commitment levels of employees.

Based on the analysis conducted on the descriptive statistics of the relationship between the dependent variable of commitment and the independent variable of

employee value proposition, the variables which scored the highest mean under the independent construct of employee value proposition was EVP 2 which scored a mean of 4.3. The question was: “The organisation’s performance is important to me.” And EVP 4 which had a mean score of 4.1. The question was: “I am committed to the organisations values.”

Through the variables which reflected high mean scores, the researcher was able to deduce that employees have a sense of affiliation and commitment towards the organisation’s performance. This comment is an indication to the congruence between what the employees value and the objectives of the organisation.

The variable which scored the lowest were EVP 7 with a mean score of 3.2 with the question: “I receive a competitive salary for the work that I do.”

Based on the variable that scored the lowest, the researcher can summate that employees are driven by remuneration, which does have an impact of their level of commitment to the organisation. The scores indicate that there is a degree of dissatisfaction among the sample population in terms of remuneration, with a perceived level of incongruency between the work done and compensation received.

Through the analysis of the descriptive statistics, the researcher can deduce that within the EVP spectrum, remuneration is a strong influencer on maintaining and retaining committed employees, along with strong organisational values which resonate with the workforce. (Harvey et al., 2022a; Nayef Al-Madi et al., 2017a).

6.3.2 The Regression analysis for Hypothesis 1

Hypothesis one stated that “the strength of an organisation’s EVP influences an employee’s commitment to the organisation.”

The regression analysis for Hypothesis 1 indicated that there was a p-value of 0.00, which indicated that there was a significant relationship between the dependent variable of commitment and the independent variable of employee value proposition. This confirmed the hypothesis one which posits that “The strength of an organisation’s EVP influences an employee’s commitment to the organisation.” These results are echoed by Arasanmi & Krishna (2019b) who’s research indicated that variables of EVPs such as organisational support and work environment reflected a r^2 of 0.67 when analysed against commitment. Supporting the premise of

this research, that a relevant EVP as a construct in the main supports' employee commitment.

The multiple regression analysis found that EVP as a construct accounted for 58.9 percent variability in commitment. Underscoring that a relevant EVP does impact employee commitment. This finding was support by the study conducted by Ogohi Daniel (2019b) which highlighted the inclination of employees to put more effort into what they do in the workplace if there is perceived value offered in the workplace. This affirms the premise highlighted in the research conducted by Veldsman & Pauw (2018b) which posits that the employee- employer relationship is built of the principle of value exchange.

The EVP construct, which was analysed in this research, included aspects of remuneration, incentives, organisational values, recognition, and performance. This was aligned to the view taken by Phungula et al. (2022c) who postulated that the makeup of an EVP to consists of but not limited remuneration, reward and recognition, culture in the organisation and development.

The standardised coefficients provided insights into the relationship between commitment and the EVP variables. The variable with the highest Beta score was EVP 9 with a score of 0.40, "My organisation has a good incentive programme". This indicated that there is a strong positive correlation between good incentive programs in an organisation and employee commitment. Where there are good incentive programs, employee commitment increases. Qualitative research conducted by Ogonnaya et al. (2017), found that were organisations offered performance related incentive programs, employee commitment and satisfaction increased.

Where employees are satisfied with the reward system of the organisation this drives a psychological satisfaction and intrinsic motivation which predicts workplace commitment,(Thibault Landry & Whillans, 2018).

EVP 4 demonstrated the second highest Beta score of 0.26, "I am committed to the organisations values." Affirming that there is a congruency between employee understanding the of the organisation and commitment. Where the values of the organisation resonated with employees, the employees behave in a manner which supports the endeavours of the organisation, a demonstration of commitment, (Tourky et al., 2023). The implementation of organisational values is prudent to an

organisations pursuit of building the organisation's brand, therefore the positive perception of the organisations values by its employees is crucial, (Harvey et al., 2022b). When employees embrace the values of the organisations, this is a demonstration of effective commitment,(Hadi & Tentama, 2020).

The low beta score noted for EVP 7 ("I receive a competitive salary for the work that I do") further qualifies the low mean score for EVP 7 which summates that employees perceive that there is a misalignment between their remuneration and the work which they do. The research done by Hadi & Tentama (2020), postulates that employee commitment is linked to the rewards or remuneration given influencing the efforts they exert in carrying out their duties. The perceived misalignment between remuneration and work done is reflective in the low score noted for this variable in this study. Remuneration is seen to have a direct positive relationship with employee commitment and motivation as pronounced in the study by(Nayef Al-Madi et al., 2017b).

The negative beta score noted for EVP3 ("The values of the organisation are well communicated"), indicate that even though employees are committed to the values of the organisation, communication of these values is critical to influencing commitment to the organisation. Role players at difference levels in organisations have a role to play in the communication and enactment of the organisation values, (Harvey et al., 2022b). At the same time the study conducted by Harvey et al. (2022b)emphasised the pivotal role which line managers have in reinforcing values through daily operations, bring the values to life, The social influence of employees is crucial in the communication of organisational values, suggesting that there is an opportunity for organisation to leverage the interplay between employees to drive the awareness of values.

6.4 RESULTS DISCUSSION: HYPOTHESIS 2

6.4.1 Descriptive Statistics

The descriptive statistics indicated that commitment had the highest mean with a score of 37.1 followed by EVP with a mean score of 30.3. Loyalty as a moderator reflected the lowest mean score of 14.1. These results indicated that commitment as

a construct, was pronounced in the sampled population with EVP having a moderate presence. The low mean score for loyalty demonstrated the muted effect of loyalty towards union and employer. This is supported by the study by Meyer et al. (1993), which emphasised that commitment plays a critical role in employee retention and performance which is linked to employee commitment. Research results for the study done by Abu Orabi et al. (2024) suggested that loyalty had limited effect on employee commitment and the relationship to EVP. In a study in the service industry conducted by Kim et al. (2021), further demonstrated that loyalty had limited effect on the relationship between commitment and job satisfaction, a construct of EVP. Alfes et al. (n.d.) suggested that loyalty can be developed in the employment relationship over a period but had a muted effect in the context of commitment and EVP.

The variables which had the highest prevalence based on the mean score were C4 (“I willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful”). Indicating that there is a high level of commitment towards organisational success. Murray & Holmes (2021) affirmed this through their studies, which postulates that where employees are committed additional efforts are made to achieve organisational success.

EVP 2 (“The organisations performance is important to me”), from this high mean score one can deduce that there is an alignment between employee and the objectives of the organisation. This was echoed in the study Macpherson & Werner (2024) which indicated that employees are committed to organisation when the employee values and goals are aligned to that of the employer, resulting in employees committed to contributing to the organisation attaining its goals.

On the other end of the spectrum, the variables which scored the lowest mean score were C8 (“There is no benefit to me if I stay committed to this organisation”). The low mean score indicates that employees feel that there are benefits associated with staying with the organisation, which drives employee commitment. Indicating a level of satisfaction with staying with the organisation, this could be due to normative commitment driven by a sense of obligation to the organisation, continuous commitment stemming from the fear of lost opportunity, and affective commitment which arises from employee’s alignment with the organisation and satisfaction which drives their commitment, (Aziz et al., 2021a).

Employee commitment is linked to employee retention. When employees feel that there are benefits associated with remaining with an organisation, the propensity to remain increases. This finding contrasts with the results from the study by Halim et al. (2020), which identified that there was no statistically significant relationship between employee commitment and employee retention, with commitment only having a 3.4 percent influence on retention. On the other hand, Halim et al. (2020) noted that turnover in organisation is critical to organisation in a highly competitive markets, as it contributes to organisational survival and competitiveness, (Halim et al., 2020). Employers need to continuously assess employee commitment, as commitment influences employee engagement which contributes to organisational success, (Andrew, 2017).

C10 (“Choosing to work for this organisation was a wrong decision”). The low mean score in this variable can be interpreted as employees are satisfied with decision of choosing to work for the organisation. This satisfaction can be leveraged to augment employee retention and build commitment. Low levels of regret amongst employees can be correlated to the satisfaction and commitment levels of employees. The findings from the study by Matarazzo et al. (2021) indicate that when employees experience regret about their decision to join an organisation, this can lead to employee disengagement which has an impact on commitment.

To understand if the moderator – loyalty had an impact on the strength of the relationship between commitment and EVP the results on the model summary were reviewed. This indicated that at a r^2 of 0.54 and a p-value of 0.00, there was a significant relationship between commitment and EVP. The impact of loyalty on the relationship between commitment and EVP was minimal, this was visible in the marginal shift in the r^2 value. This affirmed that loyalty does not have a significant impact on the strength of the relationship between commitment and EVP. Abu Orabi et al. (2024) suggests that employee commitment is shaped by variables relating to EVP constructs namely job satisfaction, leadership, and organisational values, autonomous of loyalty.

6.4.2 The Regression analysis for Hypothesis 2

Hypothesis two stated that “An organisation’s EVP influences the dual loyalty of employees towards union and employer.”

The introduction of loyalty as a moderator resulted in two models in the multiple regression analysis. Model one reflected a higher Beta score of 0.73 which indicated that EVP as an independent variable had a high effect on commitment as the dependent variable. The significance of the relationship between commitment and EVP is strengthened by the p-value of 0.00.

In model 2, the interaction between commitment, EVP and loyalty was reviewed, the Beta value was 0.14 and the p-value was 0.13. These results indicated that there was no significance in the relationship between loyalty and the strength of the relationship between commitment and EVP. Research done by Iverson & Kuruvilla (n.d.), concludes that organisational loyalty and union loyalty are independent variables, which should be recognised accordingly when assessing employee loyalty. This finding is supported by the lack of correlation between employee commitment and union commitment variables, (Iverson & Kuruvilla, n.d.). Employee commitment is strengthened by the EVP construct while loyalty plays a muted role in the relationship.

The correlation test was analysed to further test the hypothesis. The researcher first looked at the correlation between commitment and loyalty, for which the correlation coefficient was 0.39, this indicated that loyalty accounted for 39% variability in commitment. Lower than the correlation between commitment and EVP. Affirming that the loyalty levels of employees to union and employee is independent to their commitment based on the strength of the organisations EVP.

Macpherson & Werner (2024) When the correlation between commitment and EVP was reviewed, the correlation coefficient was 0.73 which indicated that EVP accounted for 73% variability in commitment. This indicated that employee commitment increases when the EVP of the organisation was relevant and congruent with employee need. This contrasted with the findings of the research conducted by Phungula et al. (2022b), who in their factor analysis found that normative commitment as a construct with loyalty as a variable had demonstrated a correlation. On the other hand, the critical role which EVP plays in driving employee commitment was noted by Macpherson & Werner (2024) .

The variables in the correlation found that all four variables under the loyalty construct demonstrated no significant relationship in the relationship between commitment and EVP. L1 ("I prioritise loyalty to my employer over loyalty to my

union”) had a Beta score of 0.04 and a p-value of 0.64. Indicating that employees view their loyalty as independent to commitment to the organisation.

L2 (“I prioritise loyalty to my trade union over loyalty to my employer”) had a Beta score of 0.42 and a p-value of 0.62. Indicating that employee’s loyalty to their union does not impact their loyalty to the organisation. This is supported by Iverson & Kuruvilla (n.d.) who found that the construct of commitment to union and commitment to organisation are separate and not dual.

6.4.3 Control variables on loyalty

The results indicated a negative correlation between loyalty and union memberships. Indicating that there a lower level of loyalty amongst union members that non-union members. The loyalty of union members was explored in the study done by Srivastava (2011), which posits that there are specific antecedents that drive loyalty to unions. These however are being eroded at by organisation placing a high focus on investing in creating employee commitment and in turn loyalty to achieve organisational objectives.

Further to this the age as a control variable indicated a negative relationship with loyalty, indicating that younger employees may be less loyal than older employees. This can be aligned to the trend of younger employees being at the beginning of their careers, with a focus on increasing their work experience, therefore influencing their mobility and long-term commitment to an employee, (Hossain & Islam, 2024)

6.5 CONCLUSION

This research endeavoured to investigate the relationship between EVP and commitment and if loyalty as a moderator has an impact on this relationship. The outcomes of the study found that there was a positive correlation between EVP and commitment. Where an EVP is relevant and designates with the needs of the employee, employee commitment levels increase. This an important aspect of employee retention and organisational success. Through the research study variables such as organisational values, incentives and remuneration stood out as important variables in the EVP construct which drive commitment.

Loyalty to union and employer as a moderator in the relationship between EVP and commitment does not have a significant impact on the relationship. Highlighting that employee's commitment is derived from the strength of an EVP opposed to loyalty as a sentiment. A finding supported by Iverson & Kuruvilla (n.d.).

These results indicate that there is value in organisations influencing their objectives through focusing on initiatives which improve employee commitment.

In the final chapter of this research study the recommendations to business and academia will be discussed.

CHAPTER 7

CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

The purpose of this this research study was to gain insights into the role of the employee value proposition (EVP) in strengthening employee commitment. This study endeavoured to establish what aspects of the EVP are viewed as important to influencing employee commitment, which could assist employers in attracting and retaining skilled employees, improving the employee-employer relationship and increase employee commitment. All of which are pivotal to organisational success. Recognising that in the same ambit there are trade unions, who seek to attract membership and commitment through the proposition of justices, affiliation and social belong, giving rise to dual loyalty of employees. This informed the research question of “How does the Employee Value Proposition influence employee commitment and subsequently affect their dual loyalty towards employer and union.”

The literature reviewed focused on three constructs - dual loyalty, employee value proposition and commitment. With extensive research done on the relationship between commitment, duality and employee value propositions explored in the context of the research question. The dual loyalty construct in the literature reviewed, focused on the roles which unions and employers play in employee loyalty. Highlighting the role of the unions in advocating for employee rights and providing justice as pronounced in work done by (Preena, n.d.; Uys & Holtzhausen, 2016). While work done by Snape & Chan (2018) placing emphasis on the role of instrumentality as the drivers for employee loyalty to unions, Jung et al. (2024) explored the interlinked roles which the employer and union play, in particular the link between instrumentality and job satisfaction and how they influence loyalty. Aziz et al. (2021a) provide insights into employee commitment in the context of the employee-employer relationship through the constructs of commitment. The work of Arasanmi & Krishna (2019b) and Phungula et al. (2022a) forms the foundation for understanding the role of EVPs in driving employee commitment and achieving organizational performance. The gap, which was highlighted in the literature review, was literature which explored the commitment variable of loyalty and its influences on the relationship between

EVP and commitment. The outcome of this deductive process gave rise to the hypothesis in this research study. The two hypothesis which were formulated were H1 The strength of the organisation's EVP influences and employee's commitment to the organisation H2 An organisation's EVP influences the dual loyalty of employees towards their union and employer.

A qualitative methodology was used to gather data from the sample population in the warehousing and storage sector in South Africa. A comprehensive survey was developed on Google forms, using a Likert scale and a measurement. The questions focused on the three constructs of this research. The targeted sample size for the study was 250 responses, the total responses received was 149. The time constraints associated with this research informed the cross sectional designed of the survey, with the survey conducted over September and October 2024. Secondary data from published research journals and articles and credible websites were used to support the primary data collected, analysed, and discussed in Chapter 5.

7.2 THE RESEARCH FINDINGS

The result from this research indicates that there is a positive relationship between EVP and employee commitment. The effect of loyalty as a moderator to the relationship was not significant and did not strengthen or weaken the positive relationship between EVP and commitment.

The findings indicated that EVP had a 58% influence on the variability in commitment. The interpretation of this is that a relevant EVP, which addresses the needs of employees will shift the employee's level of commitment by 58%.

The EVP variables which the finding highlighted as having the biggest impact on employee commitment relate to the employer's performance, recognition, and values and how the organisation's mission and vision resonates with the employee. These findings are aligned to that of the work done by Guay et al. (2016) and Meyer et al. (1993), which delves into the correlation between these aspects of the EVP and employee commitment. Elucidating that where employees know where the organisation is going and can identify with the objectives of the organisation, commitment will increase.

The findings from the analysis of the effect of loyalty on the EVP-commitment relationship indicated that when EVP interacted with commitment there was a positive relationship. When loyalty was introduced as a moderator to the relationship, the findings indicated a 39% variability in commitment with EVP having a 70% effect on variability in commitment. Loyalty resulted in a marginal decrease in the strength of the relationship. This was interpreted as loyalty having a minimal effect on the relationship.

The loyalty constructs which focused on the dual loyalty relationship between employee and employer, employee, and union, indicated the lowest correlation scores, demonstrating that the dual loyalty relationship did not influence the commitment-loyalty relationship. Affirming that there is a distinction in the employer employee relationship and employee union relationship, as postulated in the research done by Iverson & Kuruvilla (n.d.) which suggested that the two relationships were separate constructs opposed to dual.

The demographic results which were considered were gender, age, and union membership. The findings indicated that gender and age did not have an impact on the three constructs analysed in this research. However, the finding from the effect of the control variable - union membership - indicated a marginal negative relationship with loyalty. The interpretation of this was that there was marginal decrease the loyalty of union membered employees towards the employer.

7.3 RESEARCH CONTRIBUTION

This research contributes to understanding the importance of relevant employee value propositions and the impact it has on employee commitment. The empirical evidence of this study provides insights which can assist organisations and academia in better understand the impact of a strong and relevant EVP on employee commitment.

The findings from the variables of EVP which were explored in this study contribute to the construction of the EVP framework. This study identified variables such as organisation mission and vision, alignment of values, incentive programs, and support as being key drivers to establishing a relevant and effective employee value

proposition. Providing HR practitioners and Business leaders with insights into what variables to consider when designing an EVP for their organisations.

The finding indicates an independence between the loyalty to union and the loyalty to employer. Suggesting that the construct of loyalty and commitment are in the main not dual. This supports the study done by Iverson & Kuruvilla (n.d.) which highlights that employees can be loyal to their union without impeding on their commitment to the organisation. The muted effect which loyalty had on the relationship between EVP and commitment suggests that even though there is no significant impact, there is an opportunity for organisations to develop and drive EVPs which are relevant opposed to investing time in the discourse of the battle with unions to gain full employee loyalty. This will contribute to increasing commitment and drive performance. Academics can utilise these results to contribute to the development of frameworks on commitment, EVP and loyalty as interactive constructs.

7.4 RESEARCH IMPLACTION FOR ORGANISATIONS

The outcomes of this research have highlighted the importance of understanding what variables of the EVP construct are important to employees. Through designing and developing an EVP which is relevant an resonates with what drives an organisations workforce, would aid in gaining employee commitment.

In the designing, development and implementation of an EVP, data insights of what the needs of the employees are as well as the environmental nuances need to be taken into consideration, this will aid in identifying what is viewed as being most valuable to employees and aid in the relevance of the EVP.

The communication of an EVP is critical to creating the necessary awareness of the different propositions, the active communication of an organisations EVP through different channels would aid in reinforcing the organisations proposition, create awareness and alignment with employees and the organisation.

There is an opportunity for organisation to shift the focus on the design and implementation of the EVP to drive commitment and not necessarily just loyalty. Based on the outcomes of this research, loyalty can be viewed as a sentiment, while on the other side, commitment has a significant correlation to the employee value

proposition, driving employee satisfaction, motivation and organisational success and performance.

In consideration of the dynamic environments which organisation exist, it would be prudent for leaders and HR practitioners to continuously assess the relevance of their organisation's EVP. EVP frameworks should be agile in nature, with the ability to evolve with the changing landscape of the environment, market conditions and the expectations of employee. This is a cornerstone in employees feeling supported and in turn as an effect on retention and engagement.

7.5 LIMITATIONS

The time constraint of this study posed a limitation in terms of the number of responses received. This research was sector specific, conducted in the Warehousing and Storage sector, which may have a different response to commitment and EVP to that of the landscape of other sectors. Union participation was limited with an opportunity to conduct a study in trade union organisations.

7.6 SUGGESTIONS FOR FUTURE RESEARCH

Future research could focus on a longitudinal view of the effects of EVP on employee commitment. With an analysis on EVP from the design stage through to the implementation thereof as well as its evolution over the passage of time. Additionally, a longitudinal study could investigate which EVP variables impact employee commitment at the different stages of an employee's career path.

7.7 CONCLUSION

The purpose of this research was to explore the relationship between Employee Value Proposition (EVP) and employee commitment, and the effect of dual loyalty towards both employer and trade union. The Commitment Theory was the anchor

theory in this research in conjunction with reviewed literature on the constructs of employee commitment, Employee Value Proposition (EVP) and dual loyalty. The reviewed literature was used to formulate the hypothesis which elucidated the relationship investigated.

The results of the research study illustrates that a robust EVP enhances employee commitment to an organisation and that employee loyalty to trade union and employer is muted in comparison to the strength of the relationship between EVP and commitment to employer.

An employee centred EVP plays an important role in an organisation fostering employee engagement and satisfaction, this is supported by the results of this research study which highlighted that EVP factors which were pronounced were on reward systems, organisational values and the understanding of the organisations mission and vision. The limited strength of dual loyalty as a moderator in the research, underscores the presence of dual loyalty as factor in the employee relationship, but not necessarily a detractor which should supersede the focus of organisations in prioritising the design of robust EVPs to cultivate employee commitment. Though dual loyalty does play a role in the employee relationships, the role is not significant in the alignment between EVP and commitment. This provided a guide to employers to place more emphasis on the development of relevant and robust EVPs to increase employment engagement, satisfaction and in turn commitment opposed to focusing on the discord of dual loyalty, which may not impact the achievement of organisational objectives and success.

For organisations to achieve their objectives, they need to have a focus on human centred EVPs. This is pivotal in their pursuit for their success. The cultivation of a balanced EVP which is relevant to the internal and external environment of the organisation should be a collective focus within an organisation, with the deliberate intention on driving commitment and performance.

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REQUEST FOR ACCESS LETTER

Request for Access to Conduct Research for MBA Project

To Whom it may concern

My name is Kim Cockman-Davids, and I am currently pursuing an MBA at The Gordan Institute of Business Science (GIBS).

As part of my degree requirements, I am conducting research titled "A quantitative study on how Employee Value Propositions influence employee loyalty between employers and unions, and its impact on individual commitment."

I have identified your organisation as one of the service providers in the Warehousing and Storage Sector in South Africa known for its interactions with unions and initiatives on employee value propositions.

To achieve my research objectives, I would like to request permission to access Massmart for data collection. Specifically, I plan to use quantitative data collection methods which will consist of surveys over 4 weeks to 6 weeks. The participation of your organisation would provide invaluable insights into the dynamics between employee value propositions, loyalty, and performance.

I assure you that all data collected will remain confidential and will be used solely for academic purposes. I am committed to ensuring that this process is as seamless and non-disruptive as possible for your organization. Additionally, I am happy to share the findings of my research with Massmart upon completion.

I am available to discuss this further at your earliest convenience and address any concerns you might have. Your support in this academic endeavour would be greatly appreciated.

Thank you for considering my request. I look forward to your positive response.

Regards

Kim Cockman-Davids

MBA Candidate, Gordan Institute of Business Science, University of Pretoria.

Mobile Number: 079 507 3646

Email Address: Kimcockman-davids@bidvestvericon.co.za

ANNEXURES

ETHICAL CLEARANCE

RESEARCH PROJECT INFORMATION

NAME:	Kim Cockman-Davids
STUDENT NUMBER:	22029142
PHONE NUMBER:	
E-MAIL ADDRESS:	22029142@mygibs.co.za
PROPOSED TITLE OF STUDY:	A quantitative study on how Employee Value Propositions influence employee loyalty between employers and unions, and its impact on individual commitment.
RESEARCH SUPERVISOR:	Albert Wöcke
E-MAIL OF SUPERVISOR:	Wockea@gibs.co.za
RESEARCH CO-SUPERVISOR	
E-MAIL OF CO-SUPERVISOR	

The purpose of this Research Ethics process is to ensure that all research conducted under the auspices of GIBS is done so in an ethical manner, in accordance with the University's policy and in such a way that **the rights of all stakeholders** associated with the research are protected.

In order for the GIBS Research Ethics Committee to assess your application, you are required to submit **a description of your Research Methodology** that must contain sufficient detail to ensure that the required steps have been taken to achieve this purpose, in the research design, data collection, analysis and storage of data used in the conduct of this research.

Please indicate the nature of the output your research is aimed at producing (mark one box only):

- ABP Applied Business Project MBA Research Report
- MBA Project Publish Article
- MBA Teaching Case Study

- MBA Entrepreneurship Stream Portfolio
- MBA Consulting Stream Portfolio/MBA Health Stream
- MPhil Research Report

GIBS Ethics Policy distinguishes between FOUR main types of data and THREE main types of methodology. Please complete the table for ALL the data types that you plan to use. Note that all applications must be accompanied by a description of the methodology to be used

Section of form and type of data or methodology	Attachments – including methodology chapter (please mark that they are included)
A Pre-existing personal records of human subjects, e.g. performance reviews	<input type="checkbox"/> Methodology section of proposal <input type="checkbox"/> Description of the nature of the records to be used <input type="checkbox"/> Signed permission letter from appropriately authorised person in the organisation to use the data
B New data solicited from human subjects, e.g. through interviews or surveys	<input checked="" type="checkbox"/> Methodology section of proposal <input checked="" type="checkbox"/> Informed consent statement attach proforma (separate for qualitative data collection, as part of survey questionnaire for quantitative data collection) <input checked="" type="checkbox"/> Interview guide / survey questionnaire / pre-existing proprietary test instrument / description of intervention <input checked="" type="checkbox"/> IF pre-existing proprietary test instrument, letter of permission from the owner/copyright holder (e.g. the MBTI)
C Public non-human data, e.g. World Bank or other databases (no letter needed)	<input checked="" type="checkbox"/> Methodology section of proposal <input checked="" type="checkbox"/> Explanation of the nature of the data, how you will source it and how you will use it
D Private Organisation-specific nonhuman data, e.g. financial statements, marketing or safety records	<input type="checkbox"/> Methodology section of proposal <input type="checkbox"/> Explanation of the nature of the data, how you will source it and how you will use it

	<input type="checkbox"/> Permission letter from the owner/organisation to use the data
<p>E Indicate which methodology you will be using. Choose one only</p>	<input type="checkbox"/> Qualitative <input checked="" type="checkbox"/> Quantitative

in the study. Initial all sections that apply to your research

Mixed methods

SECTION A. PRE-EXISTING PERSONAL RECORDS OF HUMAN SUBJECTS

1. Specify the nature of records and how they will be used
2. Confirm that permission has been obtained from an appropriately authorised person to study and report on these records.
Remember to attach permission letter(s).

I confirm

3. Provide the name and job title of the person in the organisation who has authorised the use of the records.

Name:

Job Title:

4. How will **confidentiality** (when the identity of the respondent is known to the researcher e.g. when data collection is via interviews) and/or **anonymity** (when the identity of the interviewer is not known to the researcher e.g. when data collection is via surveys) of the respondents and their data be assured?
Mark all that apply – ensure this is included in your methodology chapter.

- No names will be requested
- No names will be reported
- Data will be stored without identifiers

- Only aggregated information will be provided
 - Other. Please specify
-

SECTION B. NEW DATA OBTAINED FROM HUMAN SUBJECTS

5. Does the nature of your research require you to collect data from respondents who constitute a 'vulnerable population' (defined as those who are particularly susceptible to coercion or undue influence or who have difficulty giving free and informed consent to being the subjects of research)

- No
- Yes.

IF yes, explain the nature of the population and what measures will be put in place done to reduce or minimise this vulnerability. Ensure this is included in your methodology chapter.

6. Please confirm that no incentive is to be offered to respondents to participate in the study.

- I confirm

7. Mark the applicable box(es) to identify the proposed procedure(s) to be carried out to obtain data.

- Interview guide Attach if applicable
- Survey questionnaire Attach if applicable
- Pre-existing proprietary test instrument, e.g. MBTI Attach if applicable

IF a pre-existing proprietary test instrument is used, confirm that permission has been obtained to use it.

I confirm

Remember to attach permission letter(s) to use proprietary test instrument/s from an appropriately authorised person.

• Intervention, e.g. training or experiment Describe in full in methodology chapter

8. Confirm that the data gathering is accompanied by a consent statement.

I confirm

9. Where is the consent statement found? As part of the survey questionnaire, if quantitative data collection, in the introduction section of the questionnaire.

As a separate document, if qualitative data collection, remember to attach.

10. Is there a risk that the respondents may not fully understand the nature of the study, or instructions or questions, or their rights as a result of language barriers between themselves and the researcher?

No, there is not a risk Yes, there is a risk.

IF yes, how will the subjects' full comprehension of the content of the research, including giving consent, be ensured? Please specify, and include in methodology chapter

11. Do any respondents risk possible harm or disadvantage (e.g. financial, legal, reputational or social) by participating in the research?

No

Yes.

IF yes, explain what types of risk and what is done to minimise and mitigate those risks and include in methodology chapter.

12. Are there any aspects of the research about which subjects are not to be informed?

No

Yes.

IF yes, explain why, and how subjects will be debriefed, and include in methodology chapter.

13. Will the audio or video recorded data be transcribed and/or translated by an independent transcriber and/or translator? No

Yes.

If yes, confirm that the transcriber and/or translator will be required to sign a non-disclosure agreement to protect the respondent's confidentiality, and include in methodology chapter

I confirm. Remember to attach a pro-forma non-disclosure agreement

14. How will **confidentiality** (when the identity of the respondent is known to the researcher e.g. when data collection is via interviews) and/or **anonymity** (when the identity of the interviewer is not known to the researcher e.g. when data collection is via surveys) of the respondents and their data be assured? Include in methodology chapter

No names will be requested, relevant when the identity of the respondent is not known to the researcher

No names of individuals or organisations will be reported, relevant when the identity of the respondent is known to the researcher

Only aggregated

information will be

reported Data will be

stored without identifiers

Other. Please specify

15. Is the topic of your research and the nature of the interview or survey questions about one or more particular organisations or to be conducted within one or more particular organisations?

- No
- Yes. If yes, confirm that appropriately authorised person/s have provided written permission for you to conduct this research
- I confirm. Remember to attach signed permission letter/s

SECTION C. PUBLIC NON-HUMAN DATA

16. Specify the nature of records to be used: Explain how they will be selected, where the data will be sourced and how the data will be used, and include in methodology chapter:

Secondary data in the form of journal articles and research papers relevant to the constructs. Secondary data sources that will be considered are academic journals, company reports, continuous and regular surveys and ad-hoc surveys. This information will be sourced from databases

17. Confirm that this pre-existing non-human data is in the public domain, is legally accessible and is free of any copyright.

- I confirm

SECTION D. PRIVATE ORGANISATION-SPECIFIC NON-HUMAN DATA

18. Specify the nature of records (e.g. financial reports, marketing reports or safety records) and how they will be used.

19. Confirm that permission has been obtained to study and report on these records.

- I confirm. Remember to attach a signed permission letter(s).

20. Provide the name and job title of the person in the organisation who has authorised the use of the records.

Name:

Job

Title:

21. Do companies risk possible harm or disadvantage (e.g. financial, legal, reputational or social) by participating in the research?

No

Yes. Explain what types of risk and what is done to minimise and mitigate those risks. Include explanation in methodology chapter

22. How will **confidentiality** (when the identity of the respondent is known to the researcher e.g. when data collection is via interviews) and/or **anonymity** (when the identity of the interviewer is not known to the researcher e.g. when data collection is via surveys) of the respondents and their data be assured? Include in methodology chapter

No names will be requested, relevant when the identity of the respondent is not known to the researcher No names of individuals or organisations will be reported, relevant when the identity of the respondent is known to the researcher

• Only aggregated information will be reported

• Data will be stored without identifiers

Other. Please specify

ALL APPLICANTS MUST COMPLETE SECTIONS E AND F

E. CONFIDENTIALITY OF RESEARCH REPORT SUBMITTED FOR EXAMINATION OR PUBLICATION

23. Please select the relevant option relating to the confidentiality of the research report you will submit for examination: Free access, i.e. report not embargoed

No access for a period of two years after research report is submitted for examination

Note that in exceptional circumstances, GIBS, being the copyright holder of the published research, may consent to an embargo of the report submitted for examination for a period of no more than two years. If you wish to apply for such an embargo, please provide reasons for this in a separate attachment.

No access under any circumstance for an undetermined period.

A letter of permission from the Vice- principal: Research and Postgraduate Studies at the University of Pretoria must be obtained prior to making this application – and attached to this application for ethical clearance.

F. DATA STORAGE AND DISSEMINATION OF RESEARCH REPORT SUBMITTED FOR EXAMINATION

24. Please confirm that you will use appropriate methods to ensure your data is safely stored in an accessible format for a minimum period of 10 years I confirm

25. Confirm that the details of your data storage method are set out in your attached methodology chapter

I confirm

26. It is a goal of GIBS to make research available as broadly as possible. Mark the boxes below for the medium/media in which you do NOT wish results to be made available.

Academic dissemination

Popular dissemination

Research report

TV

Scientific article

Radio

Conference paper

Lay article

Book

Podcast

Book

Provide reasons for any limitation on publication marked above

27. Confirm that the consent obtained reason from participant in the research is aligned with the extent of dissemination, specified in question 26. For example, consent if you are planning to use the research to launch a consulting career will be more comprehensive than in the case of research that is intended only for a scientific audience.

I confirm

28. IF you wish to describe any other information which may be of value to the committee in reviewing your application No

Yes. Provide details in a separate sheet attached to this application

G. APPROVALS FOR/OF THIS APPLICATION

When the applicant is a student of GIBS, the applicant must please ensure that the supervisor and co-supervisor

(where relevant) has signed the form before submission

STUDENT RESEARCHER/APPLICANT:

29. I affirm that all relevant information has been provided in this form and its attachments and that all statements made are correct.

Student Researcher’s Name in capital letters: KIM COCKMAN-DAVIDS

Date: 27 Jul 2024

Supervisor Name in capital letters: ALBERT WÖCKE

Date: 27 Jul 2024

Co-supervisor Name in capital letters:

Date: 27 Jul 2024

Note: GIBS shall do everything in its power to protect the personal information supplied herein, in accordance with its company privacy policies as well the Protection of Personal Information Act, 2013. Access to all of the above provided personal information is restricted, only employees who need the information to perform a specific job are granted access to this information.

Decision:

Approved

REC comments:

Date: 26 Aug 2024

CERTIFICATION OF DATA ANALYSIS SUPPORT

CERTIFICATION OF DATA ANALYSIS SUPPORT

(Additional support retained or not - to be **completed by all students**)

Please note that failure to comply and report on this honestly will result in disciplinary action

I hereby certify that (please indicate which statement applies):

- ***I DID NOT RECEIVE*** any additional/outside assistance (i.e. statistical, transcriptional, and/or editorial services) on my research report:

YES

.....
.....

- **I RECEIVED** additional/outside assistance (i.e. statistical, transcriptional, and/or editorial services) on my research report:

NO

.....

If any additional services were retained— **please indicate below which:**

- Statistician**
- Transcriber**
- Editor**
- Other (please specify.....)**

Please provide the name(s) and contact details of all retained:

NAME:

.....N/A.....
 .

EMAIL

ADDRESS:

.....

CONTACT

NUMBER:

.....

TYPE

OF

SERVICE:

.....

NAME:

.....N/A.....

.

EMAIL

ADDRESS:

.....

CONTACT

NUMBER:

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TYPE

OF

SERVICE:

.....

NAME:

.....N/A.....

.

EMAIL

ADDRESS:

.....

CONTACT

NUMBER:

.....

TYPE

OF

SERVICE:

.....

I hereby declare that all *statistical write-ups and thematic interpretations of the results for my study* were completed by myself without outside assistance

NAME OF STUDENT: KIM COCKMAN-DAVIDS

SIGNATURE:



STUDENT NUMBER: 22029142

STUDENT EMAIL ADDRESS: 2202942@mygibs.co.za

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Degree:	MBA	Year completed:	2024
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Supervisor signature:		Date:	

SURVEY QUESTIONS

Employee Survey						
Participant Consent Form						
A quantitative study on how Employee Value Propositions influence employee loyalty between employers and unions, and its impact on individual performance.						
Researcher		22029142				
Course		MBA				
Institution		Gordan Institution for Business Sciences				
Please tick box						
1.	I confirm that I understand what the research is about					
2.	I understand that my participation is voluntary and that I can withdraw at any time without giving a reason					
3.	I agree to take part in the research					
Date						
Questions		Response				
Age						
Tenure in the current organization						
Position						
Union member						
Questions		Ratings				
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Organisational Commitment						
1.	My values and the organisations values are similar					
2.	I feel little loyalty to the organisation I work for.					
3.	I talk about how great the organisation I work for is, to my friends.					
4.	I am willing to put in a great deal of effort beyond what is normally expected to help the organisation be successful					
5.	I am proud to tell others that I am a part of the organisation for which I work					

6.	The organisation for which I work inspires me to do my best in terms of my job performance.					
7.	I am glad that I chose to work for the organisation I work for.					
8.	There is no benefit to me if I stay committed to this organisation.					
7.	I care about the future of this organisation.					
8.	Choosing to work for this organisation was a wrong decision.					
9.	The organisation I work for is the best organisation to work for.					
Dual Loyalty						
10.	I prioritise loyalty to my employer over loyalty to my union.					
11.	I prioritise loyalty to my trade union over loyalty to my employer.					
12.	I feel equally loyal to my employer and my trade union.					
13.	I do not feel loyal to either my employer or my trade union.					
Employee Value Proposition Effectiveness						
14.	I take pride in my organisation.					
15.	The organisation's performance is important to me.					
16.	The values of the organisation are well communicated.					
17.	I am committed to the organisation's values.					
18.	The incentive program in my organisation is well communicated.					
19.	Reward and recognition are based on how I perform my job					
20.	I receive a competitive salary for the work that I do					
21.	There are growth opportunities in the organisation in which I work.					
22.	My organisation has a good incentive program.					

Proposed Lickert scale survey derived from "Measurement of Organisational Commitment" by Mowday, Steers, and Porter (University of Oregon)

The "Commitment to Union Measure" framed as dual loyalty by Gordon et al. (1980),

The dataset on employee value proposition (EVP) and performance of selected fast-moving consumer goods (FMCGs) firms in Nigeria, (Salau et al., 2018).

CONSISTENCY MATRIX

TITLE: An analysis of the influence of Employee Value Propositions on employee loyalty towards employers and unions, and its impact on employee commitment.

RESEARCH QUESTIONS/ HYPOTHESES	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
<p>Research question 1</p> <p>How does the Employee Value Proposition influence employee commitment and subsequently affect their dual loyalty towards employers and trade unions?</p>	<p>Phungula et al., 2022 Arasanmi & Krishna, 2019</p>	<p>Section 3 of survey Questions 1-10 in the section</p> <p>Section 5 of the survey Question 1-9 in the section</p>	<p>Frequency Analysis, Descriptive Statistics Analysis.</p>
<p>Hypothesis 1</p> <p>The strength of an organisation's EVP influences an employee's commitment to the organisation.</p>	<p>Onsardi et al., 2017 Mortensen & Edmondson, 2023 Aziz et al., 2021 Arasanmi & Krishna, 2019</p>	<p>Section 5 of survey Questions 1-9 in the section</p>	<p>Multiple Regression to establish the strength and direction of the relationship between the two constructs.</p>
<p>Hypothesis 2</p> <p>An organisation's EVP influence the dual loyalty of employees towards their union and employer.</p>	<p>Srivastava, 2011</p>	<p>Section 4 of survey Questions 1-4 in the section</p>	<p>Hierarchical Multiple Regression to establish moderator effect of the loyalty construct and establish the ranking order of constructs</p>

