

**The influence of human resource management practices on organisational
culture and staff turnover intentions**

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It all starts here TM

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I hereby confirm, while allowing for the contributions noted above, that the work in this report is my own and all references used are correctly reported – M. Borchardt

In dedication to my uncle, Mr. C. Christie (10 November 1972 – 16 October 2015)

Abstract

The vast majority of individuals in developing countries need some form of employment to make a living in a context of a weak economy, population growth and poverty. In such conditions jobs are scarce and unemployment levels are high for uneducated individuals (Erasmus et al., 2015: 124). Yet organisations are still challenged by staff members quitting their jobs. Organisations' management teams are then confronted with the need to reassure and motivate the remaining staff to continue working for their companies and to strategize to prevent increases in staff turnover. Management does this through the strategic human resource management practices they implement and by looking at the implications thereof.

A sample of 277 employees at a private agricultural organisation in South Africa was selected to participate in this study in order to determine the factors that might be leading to high staff turnover levels. Various potential factors were identified within the academic literature (through looking at the organisation's strategic HRM practices implemented) and were examined through a quantitative approach, following a survey research design. The results of the current study indicate that good HRM practices lead to the existence of organisational culture dimensions such as coordination, growth and involvement. These dimensions were found to have a positive correlation with the emotional attachment of staff. However, overall good practices in the absence of autonomy were not enough to cause staff members to be emotionally attached to the organisation. Compensation was found to be a contributor to high staff-turnover levels.

Keywords: human resource management practices, organisational culture, staff commitment, staff turnover intentions, South Africa

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Chapter 1: Introduction

Wagner and Hollenbeck (2005: 16) describe an organisation as a gathering of employees who utilise resources to achieve organisational goals. Organisational goals can be achieved through the tasks that have to be accomplished by employees. Mullins (2010: 457) considers employees and the jobs they have to accomplish as essential resources of an organisation. The managers of an organisation are accountable for guiding and overseeing subordinates in carrying out activities within the organisation (Hellgriegl *et al.*, 2012: 6). According to Hellgriegl *et al.* (2012: 7), management is a procedure aimed at ensuring that the appropriate activities are carried out in the correct manner by other persons.

Organisations have to operate, compete and exist within a constantly changing external environment, in which they are challenged by the need to foster coordination and cooperation among employees internally through all their processes (Botha & Musengi, 2012: 49). Greenberg and Baron (2003: 587) define organisational change as the expected or unexpected transformations of an organisation's hierarchy, technology and/or employees. Change that occurs within the environment in which organisations operate might determine the organisation's accomplishments and failures (Erasmus *et al.*, 2015: 133). Demographic change refers to developmental and structural transformation within a populace, and such societal factors could be the foundation for change. Examples hereof include South Africa's black population increasing by 10% between 1951 and 2011, and its white population decreasing by 10% within the same period (Erasmus *et al.*, 2015: 122). South Africa changed demographically in terms of its workforce also, which has a surplus of uneducated employees and a shortage of educated employees (Erasmus *et al.*, 2015: 15). Rural countries such as South Africa

are faced with an overall increase in the populace, as well as poverty (*Erasmus et al.*, 2015: 122). Changes with regard to population developments can influence the needs, salaries and conduct of individuals (*Erasmus et al.*, 2015: 122).

Change in any form places increased pressure on the performance of an organisation's human resources. Employees at non-managerial levels, for example, have to adapt to economic changes such as high unemployment levels, which forces individuals to take any job to be able to satisfy their basic and/or financial needs (Dale, 2003: 28). Dale (2003: 28) states that these conditions also force organisations' management to implement practices such as negotiating rewards packages that include incentives, such as the opportunity for skills development, to help the employee to become more employable and transferable.

1.1 The role of organisational leaders

Managers have to implement and manage change to attain organisational goals. Regardless of the challenges that the leaders of an organisation have to face due to change, the environment in which organisations operate will never be completely stable; change will always be a factor with which they have to deal. Many studies have placed an emphasis on managers as the facilitators of change. Barnard *et al.* (2012: 7) state that "good management is good management, regardless of the type of firm or market it is operating in". Mullins (2010: 762) states that in order for change to be managed successfully, it should emanate from top level management. The managers do not only have to manage the challenges that change might pose, but also have to manage the organisation's employees.

People management is extremely important (Armstrong, 2012: 23; Mullins, 2010: 457). Without employee processes, products and services would not exist, meaning the non-existence of organisations. An organisation's leaders can influence employees to consider resigning from their jobs (Allen *et al.*, 2010:49). It was therefore important in the current study to focus on the strategic human resource management practices that the managers of a private organisation implement and to look at the implications thereof in order to identify the main practices that might contribute to the high levels of staff turnover experienced by the organisation.

1.2 Research problem

A private organisation within South Africa has been experiencing high staff turnover levels of 30% (information obtained orally, accompanied by important documentation from a relevant internal source). This study was conducted to assist the organisation to identify the possible reasons for the high level of staff turnover by focusing mainly on the strategic human resource management practices the leadership of the organisation implements and the implications thereof.

1.3 Aim of the proposed study

The aim of the proposed study is to determine the relationship between strategic human resource management practices, organizational culture and staff turnover intentions (commitment) in order to identify and understand how strategic human resource management practices can influence an employee to quit his or her job. This would provide the organisation with information that could potentially assist its management to develop strategies to retain its staff.

1.3.1 Specific objectives

- To determine whether the strategic human resource management practices the organisation implement are mostly viewed as positive or negative
- To determine whether the organisational culture is healthy or toxic
- To determine whether a correlation exists between the dimensions of organisational culture and the level of staff commitment
- To determine staff turnover intention through the levels of organisational commitment
- To identify the strategic human resource management practices that could be contributing to high staff turnover levels

1.4 Hypothesis

H₁: Healthy organisational culture dimensions (good strategic human resource management practices) correlates with affective commitment

1.5 Study Outline

In order to fulfil the study purposes above, it was important to first get a better understanding of the different ways in which organisational leaders can influence an employee's intention to quit his/her job. In this regard, reference is made to chapter 2, where the strategic human resource management process of organisational leaders is outlined, and the consequences thereof (e.g. motivation, job satisfaction, shared cultural values, individual values, levels of staff commitment, staff turnover intention and staff turnover) are discussed. In chapter 3, insight is provided into the methods used in this

study to assess whether the literature discussed in chapter 2 was relevant to the organisation that participated in this study. In chapter 4, the results of the literature and methods used are explained in detail. Chapter 5 constitutes a discussion of the results outlined in chapter 4 in order to fulfil the research purpose stated above.

Chapter 2: Literature review

2.1 The role and importance of strategic human resource management practices organisational leaders implement

Activities carried out during the course of strategic human resource management processes influence all businesses, and also determine their achievements or failures (Watty-Benjamin & Udechukwu, 2014: 62). Organisations implement planned management practices in order to take advantage of and generate original and diverse opportunities (David, 2003: 5). Previous researchers have found evidence that the practices implemented to manage human resources can be connected to the staff of an organisation quitting their jobs (Allen *et al.*, 2010: 49). These practices might come from the development of strategies aimed at acquiring, retaining and properly motivating employees will assist the organisation to attain its goals (Greene, 2011: 178). Motivation plays an important role in an individual's decision to continue working for an organisation (Werner *et al.*, 2007: 69).

There are many theories about the relationship between job fulfilment and motivation (Mullins, 2010: 282). Theorist Frederick Herzberg postulated that an individual's level of job fulfilment was influenced by the characteristics of the job (in Wagner & Hollenbeck, 2005: 196). Business practices that do not support an organisation's staff in their efforts to discharge their duties might result in emotional disorders (Ladebo, 2009: 55). When employees perform a variety of activities, this can result in the employees experiencing increased job fulfilment (Botha & Musengi, 2012: 150). This theory is supported by Wen and Liu (2015: 763), who found that staff turnover intention was high when the employees of an organisation did the same routine work for many years. Ahmad and Omar (2013: 556) mention that whenever organisations allow their staff to attend to

family matters during official working hours, work pressure is alleviated and intention to quit decreases.

Maslow's needs hierarchy theory states that individuals have various interrelated needs; these include hunger, thirst and rest, protection from danger, belonging, love, personal development and growth needs (Bratton *et al.*, 2005: 233). Adair (2009: 9) states that in the past, meeting the physical needs of an individual working for an organisation, e.g. by means of money, used to help create team spirit among work groups.

The expectancy theory states that motivation is dependent on an individual believing that if he/she is determined to work, it will result in performance and that performance will result in a reward (Greenberg & Baron, 2003: 207). Employees need to see that the effort they make to carry out their activities impacts the final product, task or procedure because it helps them to identify with the job (Botha & Musengi, 2012: 150).

The types of relationship employees have with their leaders can also influence their level of job motivation. Staff members are unwilling to leave an organisation if they have good working relationships with the leaders of the organisation (Laroche & Rutherford, 2007: 163). Botha and Musengi (2012: 170) state that the leader-member exchange theory, as introduced by George Graen, concludes that some employees are treated differently by their leaders; some belong to the in-group and have close relationships with leaders, while others belong to the out-group and do not enjoy such close relationships. Employees belonging to the in-group do not tend to show adverse reactions at work, because they share trust and respect with their leaders, and are included in tasks and decisions that are of importance, while the out-group tends to be excluded (Botha & Musengi, 2012: 170).

Various other theories exist regarding motivation and work fulfilment. However, the theories mentioned above show that there are many ways in which employees who work for an organisation can be motivated by the organisation by means of the practices implemented by its management or leadership. The above theories, moreover, explain and emphasise the importance of work motivation that is created by management and the practices it implements. The successful application of HRM initiatives, as well as the value thereof, relies primarily on the assistance of and devotion to the leaders of an organisation (Gurbuz & Mert, 2011:1806). It was thus also essential to this study to determine whether managers in South Africa had effective strategies in place to keep employees motivated in order to identify practices that might cause demotivation among their staff. It was therefore important, in turn, to look at the strategic human resource management process in terms of the factors indicated below:

Phase 1: Recruitment

According to Greene (2011: 33) and Grobler *et al.* (2011:179), it is essential that the recruitment strategies result in having qualified people filling all roles. When an organisation selects a weak or wrong candidate, negative consequences could ensue (Dale, 2003: 1). For example, the selection of an employee who does not have the required experience or skills to complete work activities might feel pressured in the working environment and become less productive. However, even if a mistake is made during selection, strategic management should continue after the employee signs the contract. The agreement is that the relationship will be mutually beneficial once the contract is signed by the employee and accepted by the organisation (Dale, 2003: 3).

Phase 2: Induction

Strydom (2011: 284) and Grobler *et al.* (2011:226) describe induction as the process whereby employees are engaged, and familiarised and made comfortable with an organisation. It is important for the organisation to create a good first impression during induction; if not, the effort and cost spent on the staffing and selection procedure would be wasted (Dale, 2003: 11). For example, a new professor at a higher institution will give a negative impression if he/she reports to the incorrect lecturing venue and lectures the incorrect group because he/she was not guided by management. This will automatically instil a sense of negativity and demotivation in the employee, making it difficult for him or her to be cooperative and committed. It might happen that good selections change into poor employees because the induction phase was not considered important by management (Dale, 2011: 261). The way in which the employees are treated during the induction process can influence the organisation in terms of goal attainment (Dale, 2003: 11) and employee turnover intentions.

Phase 3: Training and development

According to Dale (2003: 284), it is extremely rare to appoint a candidate who fits perfectly into his/her new role. Training and development can assist the selected candidates to overcome their shortcomings. The purpose of training is to improve the worker's abilities and knowledge so that he/she can complete a task (Strydom 2011: 285). According to (Greene, 2011: 33), it is necessary that the developmental strategies enhance the employees' confidence in their ability to perform at the required level. Development has a long-term focus on preparing employees for future work responsibilities (Strydom, 2011: 285). Sufficient training and development should be conducted to continuously motivate and foster the job commitment of employees (Dale, 2003:290).

Phase 4: Maintaining human resources through compensation

An organisation's staff might consider quitting their jobs when they are unhappy with their compensation (Erasmus *et al.*, 2015: 322). Fairly awarding and compensating employees for their hard work and dedication can be a method of job motivation (Abbaspour & Noghreh, 2015: 67; Dale, 2003: 34; Renaud *et al.* 2014: 427). Employees can be compensated by means of extrinsic awards such as new furniture, praise, wages, salaries, benefits, incentive schemes, etc., or through intrinsic awards such as opportunities for growth and more interesting work (Erasmus *et al.*, 2015: 322; Strydom, 2011: 289). It is important that the organisation retain human resources through effective compensation strategies to prevent losing skilled and knowledgeable human resources to its competitors. Whenever an organisation falls short in terms of implementing practices that are helpful to its staff, the workers become withdrawn (Ladebo, 2009: 550).

2.2 The implications of the strategic human resource practices management implement

2.2.1 Strategic human resources management practices and the creation of organisational climate

An organisation's human resource management practices are important because they create the organisational climate. Organisational climate refers to anything that an employee experiences or witnesses in relation to organisational processes and practices that might be meaningful to him/her (Ashkanasy *et al.*, 2011: 39). The climate of an organisation stems from the employee's interpretation of the practices the organisation and its management implement, and these interpretations can influence the way the employee behave (Allen *et al.*, 2010: 49; Neelam *et al.*, 2013: 293; Renaud

et al., 2014:427). Interpretations can be made about the management's actions, job characteristics, group interaction and relationships, and features of the compensation methods (Ashkanasy *et al.*, 2011: 39).

Staff members describe an organisational climate as healthy when organisational processes are supportive of business and individual objectives, and facilitate common faith, individual growth, job advancement, employee involvement, procedural fairness, the implementation of suitable management approaches, the acknowledgement of employees' needs, hopes and uniqueness, as well as a sense of commitment toward it, accompanied by being considered to be an appreciated, vital colleague (Mullins, 2010: 749).

2.2.2 The existence of the organisational climate and the creation of an organisational culture

Greenwald (2008: 210) states that an organisation's culture can be created through its climate. Scholars such as Keyton (2005: 22), Mullins (2010: 739) and Asmawi and Mohan (2011: 512) define organisational culture in terms of uniform morals, customs, principles and behaviours that establish a general background for all deeds and thoughts within the organisation. It differs from organisational climate because it is a casual, shared approach to identifying with an organisation; it brings staff together and influences the way in which employees self-reflect (Wagner & Hollenbeck, 2005: 436). Morals that improve how employees conduct themselves are based on organisational activities that allow independence, employee involvement, authorisation, etc. (Asmawi & Mohan, 2011: 513).

The organisation and its management should be careful not to create a culture that is toxic because this might influence employee behaviour negatively. According to Greenberg and Baron (2003: 516), a toxic organisational culture refers to one in which employees do not feel valued at their workplace. According to Alvesson (quoted by Ashkanasy *et al.*, 2011: 17), it is important that the type of culture that exists within an organisation mirrors shared thoughts, symbols and beliefs within a group. It must also provide uncomplicated rules and beliefs to which its employees are dedicated. Furthermore, the culture should give guidance on how feelings and affections ought to be communicated. If an employee does not feel valued within an organisation, the employee might become less committed and consider quitting his/her job.

In the current study, the degree to which strategic human resource management practices showed cultural elements that were open, confrontational, authentic and proactive, allowed autonomy, collaboration and experiment (Sulakashna *et al.*, 2013: 681), were initially considered to be tested as some of the indicators of how healthy or toxic the organisation's culture was. However, after completing the exploratory factor analysis described in chapter 3, cultural dimensions such as coordination, growth, involvement and autonomy were identified as important to motivating and retaining staff (refer to exhibit 1.1). These elements are consistent with the findings of various academics. Quinn and Worline (cited by Cameron & Spreitzer, 2012: 311) found coordination to contribute to a shared identity among individuals. Singh & Gupta (2015: 1202) mention that individuals who continuously participate in their occupations become emotionally attached to an organisation. Sekhar (2011: 33) comments that the existence of autonomous practices in organisations leads to staff commitment. Neelam *et al.* (2015: 62) specifically indicate that the cultural element of perceived autonomy has an impact on an employee's level of emotional attachment to the organisation. It was

important for this study to look at whether these elements are visible in the human resource management practices implemented, as these elements might contribute to the way in which staff conducts themselves (Jain, 2015: 121).

The information in this section will be useful to this study with respect to determining the extent to which HRM practices cultivate healthy cultural values or whether it is in fact these cultural values that influence staff behaviour within a private organisation in South Africa.

2.2.3 Organisational culture and its influence on organisational commitment

Greenberg and Baron (2003: 160) describe organisational commitment as the degree to which an employee separately identifies with, as well as participates in, the business he or she is working for and refuses to quit his or her job. Individuals identify with an organisation when their personal values are represented by and in the organisational group to which they belong (Greenwald, 2008: 209). The commitment that the workers of an organisation have can be influenced by the management of the organisation (Roper, 2011: 214). The human resource management activities that might increase staff commitment are those that relate to safety, large-scale preparation, staff participation and increased remuneration for productivity (Rowly & Jackson, 2011: 7). Allen *et al.* (2010: 49) found organisational commitment to be the best forecaster of the staff's intention to quit their jobs.

Staff members might be committed to an organisation in different ways. When employees are normatively committed to the organisation, they stay working for the organisation because they feel they are ethically obliged to do so (Sulakashna *et al.*,

2013: 685). In terms of continuance commitment, employees continue working for an organisation because they consider the costs they could suffer if they quit their jobs (Sulakashna *et al.*, 2013: 685). What would happen to their commitment once their moral obligations weakened and their expenses could be met elsewhere? The type of commitment organisations should strive for is affective, as employees remain at organisations when they are passionate about their jobs (Sulakashna *et al.*, 2013: 685). Irrespective of any conditions that exist, this type of commitment will also make the decision to leave the organisation difficult. If employees are emotionally tired, their level of commitment might be lowered and their intention to quit their jobs could increase (Ladebo, 2009: 55). HRM practices that accommodate the personal values of employees might contribute to a higher level of emotional commitment from employees (Mullins, 2010: 751). According to Greenberg and Baron (2003: 162), it is unlikely that dedicated employees will resign from the organisation. Hence the assumption made within this study is that overall good practices related to the dimensions of culture could lead to affectively committed employees.

2.2.4 Job fulfilment, staff turnover intention, staff turnover and retention

An organisation can increase employee commitment by attempting to ensure that their employees are fulfilled by their jobs. Wagner and Hollenbeck (2005: 143) mention that a decrease in organisational commitment is usually a result of a decrease in job fulfilment. Job fulfilment is defined as the inner state of an individual relating to the emotional feelings associated with achievements in an individual's job (Mullins, 2010: 282). Bad behaviour on the part of employees could be a sign that employees are not fulfilled by their jobs (Greenberg & Baron, 2003: 148). People quitting their jobs could also be a sign that they are not fulfilled by their jobs (Greenberg & Baron, 2003: 156 & Allen *et al.*,

2010: 49). Job fulfilment is considered to be one of the best forecasters of the staff's intention to resign (Allen *et al.*, 2010: 49). It is important that organisations pay more attention to their employees and to give them the reassurance that they are valuable through the practices that they implement. (Neelam *et al.*, 2013: 293). "Unfortunately, the employees are sometimes forgotten assets..." (Barnard *et al.*, 2012: 395). The studies by Lim (2008: 120) demonstrated that job fulfilment has a progressive connection with practices that relate to staff income, job independence, etc. The implementation of practices that facilitate staff retention is a major task that businesses have to undertake (Neelam *et al.*, 2013: 291).

Barnard *et al.* (2012: 444) define staff turnover as a measure of the number of employees who exit the organisation within a certain timeframe, normally one year in relation to the total number of employees. Staff turnover can be involuntarily or voluntarily. An organisation might implement practices, e.g. take corrective measures, when its employees do not perform (Allen *et al.*, 2010: 50). For example, employees might be dismissed (Dale, 2003: 255). The organisation might also restructure (Allen *et al.*, 2010: 50) and retrench workers in an attempt to adapt to economic difficulties. In such instances, the employer terminates the contract, making turnover involuntary. When the employee decides to leave his/her job, it is considered to be voluntary organisational turnover (Greenberg & Baron, 2003: 156). Turnover is damaging when skilled employees quit their jobs (Allen *et al.*, 2010: 50). Neelam *et al.* (2013: 291) mention that when it comes to the retention of staff, the leadership of an organisation is important. Staff retention is important because it avoids extra expenditure related to the repetition of processes such as recruitment, induction etc., and the time and effort of having to improve the motivational levels of the staff members that remain after their colleagues have left (Neelam *et al.*, 2013: 291). Thus, to know the reasons for which

employees intend to quit their jobs is essential as it could assist in the retention of staff (Neelam *et al.*, 2013: 292).

Chapter 3: Research method

A “Research method” refers to the strategy created and implemented in order to fulfil the purpose of the study and to provide insight into a specific circumstance (Aaker *et al.*, 2011: 70; McDaniel & Gates, 2001: 28). A quantitative research approach was followed through which information was gathered (Struwig & Stead, 2001: 4) by means of the respondents completing a questionnaire manually or via electronic mail (for those who were absent on the day, but wanted to participate in the study).

3.1 Participants

Numerically, a population refers to a group consisting of components that have certain features (Proctor, 2000: 86). According to Clow and James (2014: 225), a sample refers to only a share of a population. In this study, a sample of at least 228 participants from different business units had to be drawn from a population of 760 employees of a private organisation to participate in the study. The researcher determined the sample size on the basis of a rule that approximately 30% of a small populace is required to be used in a study (Terre Blanche *et al.*, 2006: 134). The make-up of the sample is indicated below:

Table 1.1:

Actual sample drawn from current population (two-stage cluster sampling)

Different business units within a province (Stage 1)	Total employees currently working for the organisation	Total number of participants (Stage 2)	%
Agricultural product trade	290	111	38
Building material trade	86	30	35
Petroleum trade	141	50	35
Abattoirs	112	40	36
Motor vehicle trade	87	31	36
Consultations and business administration	44	16	36
TOTAL	760	278	36

The final sample for this study consisted of 277 employees who were randomly spread over the six diverse business units of a private company. The sample was calculated to be representative of more than the required 30% of the participants from each of the business units, as indicated above, which was important for generalisability (Struwig & Stead, 2001: 5).

The probability sampling method was used because every staff member could have been included or excluded randomly in the study (Aaker *et al.*, 2011: 683). This method provided the researcher the opportunity to be more assured of the results found in the population. Cluster sampling is done when the whole population is categorised into similar sections from which samples are drawn at random (Proctor, 2000: 93). This sampling method was used in this study. At stage one of the cluster sampling, the population was divided into clusters or sub-business units, from which samples were selected. At stage two, it was required that at least 30% of the employees who were

available in the business units voluntarily participated in the study. The advantage of using the two-stage cluster sampling method was that it was cost effective and saved time because the business units that were used in the study were geographically closely situated to each other (Wiid & Diggines, 2013: 198).

3.2 The design of the measurement instrument

A questionnaire was designed to elicit data about the biographical details, dimensions of culture (Sulakashna *et al.*, 2013: 681), leadership styles (Ashkanasy *et al.*, 2011:229), the employees' levels of commitment (Sulakashna *et al.*, 2013: 684 & Greenberg & Baron, 2003: 84) and any additional information on strategic human resource management practices. The original questionnaire contained 77 items (see Annexure A), which were divided into five sections. The first section related to the biographical information of employees, such as their gender, marital status, etc. The second, third and fourth sections of the questionnaire contained questions related to practices that cultivate various dimensions of culture, commitment levels and leadership styles respectively. The last section of the questionnaire contained open-ended questions with a view to assessing whether there were other management practices that might have contributed to the high turnover levels at that company. To identify the variables that might play a role and their potential contributions to the high level of staff turnover at the private company, an alternative hypothesis was formulated from the literature (Clow & James, 2014: 398). Hypotheses are defined as speculations about possible answers to a question that have not been verified before (Wiid & Diggines, 2013: 259).

To identify the practices that contributed to the health of the organisation's culture and levels of commitment, and to determine the leadership styles mostly practised by

managers (this part was left out in the exploratory factor analysis and did not form part of the final analysis), a five-point Likert-type interval scale was used. Participants were expected to rate the questions based on the abovementioned subscales. The five-point Likert-type scale was ideal as it would cater to people to whom certain questions in the measurement instrument were not relevant. All the items within the three subscales were phrased positively to avoid confusing the respondents while rating the items, because some of the respondents who participated in this study (as indicated by an important source within the organisation) were from poor educational backgrounds. These subscales contained only closed-ended questions to make the administration of the many data items easier (Clow & James, 2014: 328).

3.2.1 Reliability and Validity of the measuring instrument

In order to ensure the validity and reliability of the measuring instrument, the researcher used questions that had been previously formulated and used by Ashkanasy *et al.* (2011:229), Barnard *et al.* (2012: 413), Sulakashna *et al.* (2013: 684), and Greenberg and Baron (2003: 522), together with new questions compiled by the researcher.

According to (McDaniel & Gates, 2001: 254), reliability refers to the level of dependability and accuracy the scale delivers in the outcome. As the questions designed by earlier academics were combined with new questions, it was important to determine whether the overall scales were internally consistent by calculating the Cronbach Alpha Coefficients, as indicated below:

TABLE 1.2:

Scale reliability coefficients (dimensions of culture)

Subscales:	Total number of Items: 18	Cronbach's Alpha(α) value	Number of valid cases evaluated	Total number of participants (N)
1.Growth and Involvement	7	.855	277	277
2.Coordination	6	.827	276	277
3.Autonomy	5	.802	276	277

TABLE 1.3:

Scale reliability coefficients (types of commitment)

Subscales:	Total number of Items: 12	Cronbach's Alpha(α) value	Number of valid cases evaluated	Total number of participants (N)
1.Affective Commitment	5	.913	276	277
2.Continuance Commitment	4	.785	275	277
3.Normative Commitment	3	.685	277	277

Validity refers to the extent that a measuring scale actually measures that which it was designed to measure (Aaker *et al.*, 2011: 686). To determine the validity of the questionnaire used in this study, construct validity was implemented. This was done by means of an exploratory factor analysis to determine the most valid questions to be interpreted in this study in order to gain more accurate results (Clow & James, 2014: 270). Only questions with factor loadings higher than 0.40 were considered for

interpretation in this study (Wiid & Diggins, 2013: 242). The questions identified to be important were those relevant to the evaluation of the following subscales:

1. Coordination (6 items- Q35-37, Q43-44, Q47)
2. Growth and Involvement (7 items- Q19, Q22, Q28, Q29, Q30, Q33, Q48)
3. Autonomy (5 items- Q38-42, Q53)
4. Affective Commitment (5 items- Q57-61)
5. Continuance Commitment (4 items- Q64-67)
6. Normative Commitment (3 items- Q71-73)

3.3 Procedure

Before conducting the study, consent was obtained from the organisation's top management. A cover letter was written to the management of the organisation in advance, explaining the purpose of the research, and requesting permission to conduct the fieldwork and obtain primary data before the fieldwork commenced. The researcher worked with the human resources manager, who communicated the researcher's arrival beforehand to all of the staff of the organisation. Cover letters were also forwarded to all business units that were to take part in the study beforehand, which would assist in preventing delays in the process of completing the questionnaires. The human resources manager provided the necessary information to the researcher, coordinated most of the activities that were to take place at the various business units, such as booking venues at which participants could complete the questionnaire with minimum disturbance, and assisted the researcher in setting up a schedule to ensure that the time was used effectively.

3.4 Ethical considerations

The data collection process continued with the voluntary participants giving their signed consent. They were assured that the source of all the information they provided would remain anonymous. The researcher also completed an ethical clearance form to effect the research process successfully. A translated version of the questionnaire was also made available in the home language of the respondents (See Annexure B). During the completion of the questionnaires, the researcher was allowed to attend to respondents' questions; the co-researcher only double-checked the answers to avoid non-responses. In the cases in which a respondent missed a question, the respondent was called back and kindly requested to complete the section if possible. The participants were reminded that the process did not allow for group discussions. The researchers had to ensure objectivity throughout the process. At the close of each contact session, the researcher thanked management and the respondents for their time and effort in completing the questionnaire. After collecting all the completed questionnaires according to the different business units, the researcher numbered the questionnaires and administered them accordingly.

Chapter 4: Results

The first version of the questionnaire consisted of 77 items with eight dimensions of culture and the three types of commitment (See Annexure A). The IBM SPSS Release 22 was utilised to conduct an exploratory factor analysis to examine the validity of the subscale. To determine the reliability of the scale, internal consistency was measured by the Cronbach alpha coefficient and the descriptive statistics (to measure the means, standard deviations, standard error, and skewness and kurtosis).

A Principal Component Analysis was done to extract factors. A varimax rotation was selected to facilitate the interpretation of the factors (Field, 2009: 627). Initially 14 factors were extracted but only six were retained. Only one dimension (Autonomy) of cultural health was retained. In addition to this, two other dimensions of health, as indicated below, were identified. All three types of commitment (Affective, Continuance and Normative) were retained in the analysis.

The final version of the questionnaire consisted of 45 questions, with 12 questions relating to the biographical information of the respondents, 30 questions with reliable scales and subscales that measured the elements of organisational culture and commitment, and three open-ended questions regarding human resource management practices within the organisation. The final scale consisted of the following:

1. Biographical information (12 items – Q1-12)
2. Coordination (6 items – Q35-37, Q43-44, Q47)
3. Growth and Involvement (7 items – Q19, Q22, Q28, Q29, Q30, Q33, Q48)
4. Autonomy (5 items – Q38-42, Q53)
5. Affective Commitment (5 items – Q57-61)

6. Continuance Commitment (4 items – Q64-67)
7. Normative Commitment (3 items -- Q71-73)
8. Open-ended questions (3 items -- Q75-77)

The items under each of the item scales were scored on a Likert scale with the following ratings, which are indicative of the value of the mean:

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

4.1 Analysis of biographical information

TABLE 2.1:

Age of staff

Age Groups	Frequency	Percentage
0	2	0.7
16-27	85	30.7
28-37	79	28.5
38-47	65	23.4
48-57	33	12
58-67	13	4.7

The table indicates that the highest number of the organisation's staff members were between the ages of 16 and 27 years.

TABLE 2.2:

Highest qualification

Qualification Levels	Frequency	Percentage
No Schooling	5	1.8
Primary School	33	12.0
Secondary School	200	73.0
College credit, no degree	22	8.0
Bachelor's Degree	11	4.0
Master's Degree	1	.4
Professional Degree	1	.4

The table indicates that most of the members of the organisation's staff have a secondary schooling education.

TABLE 2.3:

Positions held by current staff

Positions	Frequency	Percentage
Intern/casual	4	1.5
Entry level/permanent	243	89
First-line management	15	5.5
Middle management	11	4.0

The table indicates that most of the employees hold entry level positions within the organisation.

TABLE 2.4:

Monthly income

Income	Frequency	Percentage
Less than R2999	84	30.4
R3000- R4999	97	35.1
R5000- R7999	27	9.8
R8000- R9999	20	7.2
R10 000+	48	17.4

From the table, we can see that the majority of the employees earn a salary of less than R5000 per month.

4.2 Analysis of organisational culture dimensions

TABLE 3.1:

Rotated factor analysis of subscales

Variables identified (18)	Factor loadings and Cronbach's Alpha values		
	Coordination (6 items)	Growth and Involvement (7 items)	Autonomy (5 items)
Project completion	.703		
Staff know goals	.553		
Leave tolerance	.513		
Instructions in time	.513		
Give and get clear guidelines	.481		
Support to complete task	.458		
Growth opportunities		.710	
Mostly positive feedback		.703	
Employee informed		.682	
Understanding after misunderstanding		.658	
Leader guidance		.645	
Employee inputs important		.617	
Monitor and Control		.604	
Work in own time			.737
Own ways			.736
Decisions without approval			.706
Own solutions			.630
Opinion allowed			.563

Note* the table indicates reliable factors loadings (above 0.40)

TABLE 3.2:

Descriptive statistics for the dimensions of culture subscales

Statistics	Subscales		
	Coordination	Growth and Involvement	Autonomy
N	272	273	272
Mean	3.758	3.591	3.128
Standard deviation	0.977	1.043	1.084
Standard error	0.059	0.063	0.065
Skewness	-.601	-.580	-.312
Kurtosis	-.389	-.440	-.791
Cronbach's α	.827	.855	.802
Minimum	1	1	1
Maximum	5	5	5

Note* SD<1.5, SE<0, skewness and kurtosis below 1 and -1.

4.3 Comparison of the rating of cultural dimensions

TABLE 3.3:

Descriptive statistics for the subscale items (Coordination)

Statistics	Subscale items						
	Leave Tolerance	Staff know goals	Give/get clear guidelines	Instructions in time	Support to complete task	Project completion	Project completion
(N=268)							
Mean	3.63	3.65	3.72	3.73	3.92	3.97	
Standard Deviation	1.490	1.331	1.313	1.367	1.287	1.197	
Standard Error	.091	.081	.080	.084	.079	.073	
Minimum	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5

Note* SD were all close to 1, SE<0.

4.3.1 Subscale: Coordination

The factor loadings and the reliability of the scale were acceptable, with factor loadings (ranging from .703-.458) and the subscale indicating reliability with $\alpha=.83$. The subscale had a close to normal distribution, with a skewness of -.601 and kurtosis of -.389. Generally, the respondents agreed that coordination was an important factor to the organisation's culture, with leave tolerance being the lowest (3.63) and project completion being the highest (3.97). The mean for all items within this scale was scored the highest at 3.76. See Tables 3.1-3.3.

Only significant results were important to analysis in this study. No significant results regarding Coordination within the organisation were identified. To identify significant differences in the ratings of the overall scale and scale items within and between groups, statistical analysis was conducted. The results are significant when their significance values are smaller than 0.05 (Field, 2009: 147), but none were detected for this scale.

TABLE 3.4:

Descriptive statistics for the subscale items (Growth and Involvement)

Statistics	Subscale items						
	Mostly positive feedback	Growth opportunities	Employee Informed	Employee inputs important	Understanding after misunderstanding	Monitor and control	Leader guidance
(N=268)							
Mean	3.20	3.38	3.50	3.57	3.75	3.81	3.94
Standard Deviation	1.447	1.545	1.485	1.368	1.403	1.314	1.360
Standard Error	.088	.094	.091	.084	.086	.080	.083
Minimum	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5

*Note, SD were all close to 1, SE<0.

4.3.2 Subscale: Growth and Involvement

The factor loadings were acceptable (ranging from .710-.604) and the reliability of $\alpha=.86$ of the subscale was also adequate. The subscale had a skewness of -.580 and kurtosis of -.440, which indicated a distribution that is almost ordinary. Overall, the respondents agreed that growth and involvement was an important element to the organisation; however, the staff members were mostly neutral on the statement that leaders provided mostly positive feedback, which scored the lowest (3.20), but agreed that their leaders gave them guidance, which scored the highest at (3.94). The mean for all items was high at 3.59. See Tables 3.1-3.2 and 3.4. Significant differences in results could not be identified.

TABLE 3.5:

Descriptive statistics for the cultural dimension subscale items (Autonomy)

Statistics	Subscale items				
	Decisions without approval	Own ways	Opinion allowed	Work in own time	Own solutions
(N=268)					
Mean	2.71	3.09	3.24	3.27	3.32
Standard Deviation	1.457	1.417	1.503	1.454	1.420
Standard Error	.089	.087	.092	.089	.087
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5

Note* SD were all close to 1, SE<0.

TABLE 3.6:

ANOVA Test Result – Significance in subscale rating

Subscale		Sum of Squares	of Df	Mean Square	F	Sig.
Autonomy	Between Groups	249.976	3	83.325	2.895	.036
	Within Groups	7714.716	268	28.786		
	Total	7964.691	271			

Note*Significant results below 0.05 were found within the Autonomy subscale

TABLE 3.7:

ANOVA Test Result – Significance in scale item rating

Subscale item		Sum of Squares	df	Mean Square	F	Sig.
Decisions Approval	WithoutBetween Groups	17.489	3	5.830	2.801	.040
	Within Groups	549.388	264	2.081		
	Total	566.877	267			
	Total	630.507	267			

Significant results below 0.05 were found within the Autonomy subscale item of 'decisions without approval'.

TABLE 3.8:

Homogeneous Subsets – mean difference in scale item rating between groups

Decisions Without Approval

Scheffe^{a,b}

		Subset for alpha = 0.05
Current Position	N	1
Intern/Casual	4	2.00
Entry level/Permanent	238	2.65
Middle Management	11	3.00
First-Line Management	15	3.67
Sig.		.093

Note* Overall ANOVA significance was detected; however, post hoc analyses was run to identify the groups responsible for the differences in the item rating.

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 9.714.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

4.3.3 Subscale: Autonomy

The factor loadings (Ranging between .737 and .563) were pleasing and the subscale had a reliability $\alpha = .80$, which was also satisfactory. The subscale had a skewness of $-.312$ and kurtosis of $-.791$, indicating a close to normal distribution. Employees rated the item “decisions without approval” the lowest, with an item mean of (2.71). Employees rated the scale item, namely “using own solutions”, the highest with a mean of 3.32. The overall mean for the items within this scale was 3.13. See Tables 3.1-3.2, 3.5. Significant differences in the results were detected, as indicated in Tables 3.6-3.7. Table 3.8 indicates the groups that caused the differences in the rating of the subscale item.

4.4 Analysis of staff commitment

Table 4.1:

Rotated factor analysis of the types of organisational commitment

Variables identified (12)	Factor loadings and Cronbach's Alpha values		
	Affective commitment (5 items)	Continuance Commitment (4 items)	Normative Commitment (3 items)
Happy to work here forever	.784		
Employee feels at home	.742		
Employee feels connected	.735		
Good org. values	.719		
Employee feels part of family	.699		
Work to claim retirement savings		.760	
Disastrous life without job		.754	
No choice but to work here		.738	
Leaving job means losing friends		.703	
Leaving job means no financial support for loved ones			.724
Work to support colleagues			.502
Work for people to think positively about me			.434

TABLE 4.2:

Descriptive statistics for the types of commitment subscales

Statistics	Subscales		
	Affective commitment	Continuance commitment	Normative commitment
N	276	275	277
Mean	3.256	2.675	2.453
Standard deviation	1.227	1.197	1.187
Standard error	.074	.072	.072
Skewness	-.296	.369	.790
Kurtosis	-.902	-.800	-.232
Cronbach's α	.913	.785	.685
Minimum	1	1	1
Maximum	5	5	5

Note* SD<1.5, SE<0, skewness and kurtosis below 1 and -1.

4.5 Comparison of the rating of the different types of staff commitment

TABLE 4.3:

Descriptive statistics of subscale items (Affective Commitment)

Statistics	Subscale items				
	Happy to work here forever	Good org. values	Employee feels at home	Feel part of family	Employee feels connected to org.
Mean	2.87	3.28	3.31	3.39	3.44
Standard Deviation	1.469	1.458	1.424	1.379	1.329
Standard Error	.090	.089	.087	.084	.081
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5

*Note SD were mostly close to 0, SE <0.

4.5.1 Affective Commitment

The factor loadings were satisfactory (ranging from .784-.699) and the reliability of $\alpha=.91$ of the subscale was also adequate. The subscale had a skewness of -.296 and kurtosis of -.902, indicating an almost normal distribution. The mean that scored the lowest was on the item “employees would be happy to work for the organisation for the rest of their lives” at (2.87) and the scale item of employees feeling connected to the organisation scored the highest mean at 3.44. The mean for all items within this factor was 3.26. See Tables 4.1-4.3. No other results were found to be statistically significant enough to report on.

TABLE 4.4:

Descriptive statistics for the subscale items (Continuance Commitment)

Statistics	Subscale items			
	Leaving job means losing friends	No choice but to work here	Disastrous life without job	Work to claim retirement savings
Mean	2.21	2.62	2.84	3.06
Standard Deviation	1.494	1.545	1.580	1.52
Standard Error	.091	.094	.097	.093
Minimum	1	1	1	1
Maximum	5	5	5	5

*Note SD were mostly close to 0, SE <0.

4.5.2 Continuance Commitment

The factor loadings were satisfactory (ranging from .760-.703) and the reliability of $\alpha=.79$ of the subscale was also adequate. The subscale had a skewness of .369 and kurtosis of -.800, indicating a close to normal distribution. The respondents indicated that friends within the organisation were not a reason for which they continued working for the organisation. This item mean scored the lowest at 2.21. The item mean that scored the highest was on employees who work to claim retirement at (3.06). The mean for all items was low at 2.68. See Tables 4.1-4.2 and 4.4. The results of this subscale did not show any statistical significance.

TABLE 4.5:

Descriptive statistics for the subscale items (Normative Commitment)

Statistics	Subscale items		
	Work for people to think positively of me	Leaving job means no financial support for loved ones	Stay with org to support colleagues
Mean	2.21	2.91	2.93
Standard Deviation	1.466	1.575	1.537
Standard Error	.090	.096	.094
Minimum	1	1	1
Maximum	5	5	5

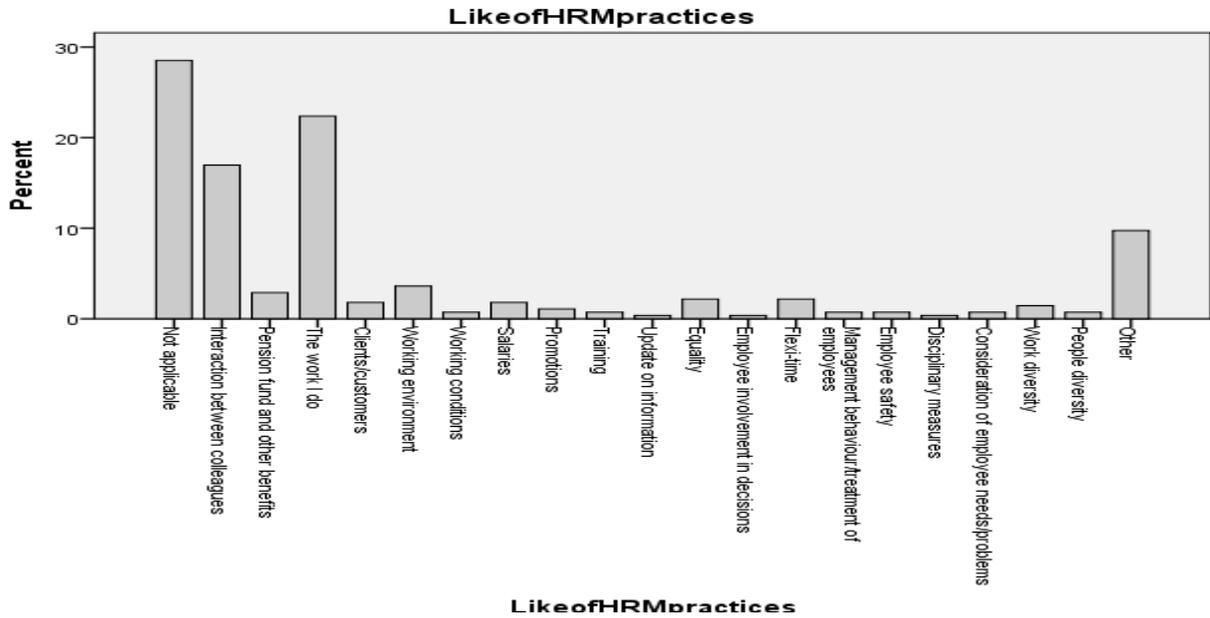
4.5.3 Normative Commitment

The factor loadings were a bit low (ranging from .724-.434), with a reliability of $\alpha=.69$ of the subscale. The subscale also had only three loadings, which was a bit low in comparison to the original subscale that was used in a previous study. The subscale had a skewness of .790 and kurtosis of -.232, indicating a close to normal distribution. Overall, the respondents scored “work for people to think positively about me” the lowest (2.21) and “stay with org. to support colleagues” the highest with a mean of 2.93. The mean for all items was at 2.45. See Tables 4.1, 4.2 and 4.5. No statistically significant results could be found within this scale.

4.6 Analysis of open-ended responses

Figure 1.1:

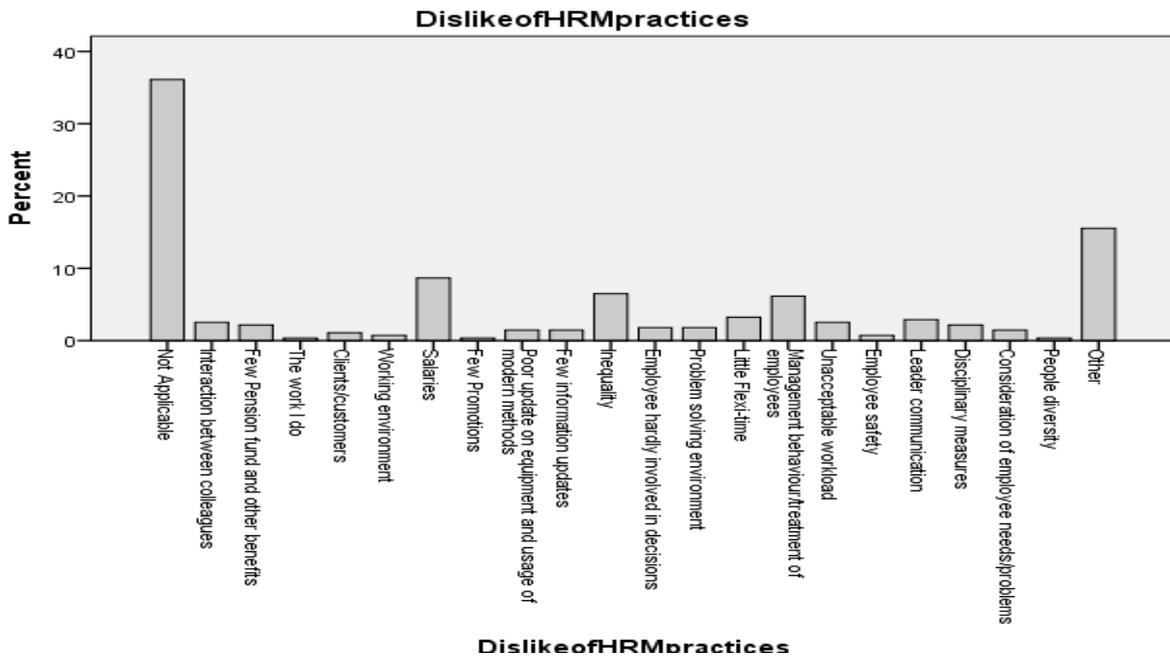
Open-ended responses on HRM practices (Likes)



The practices that the employees enjoyed the most were with regard to the work they do.

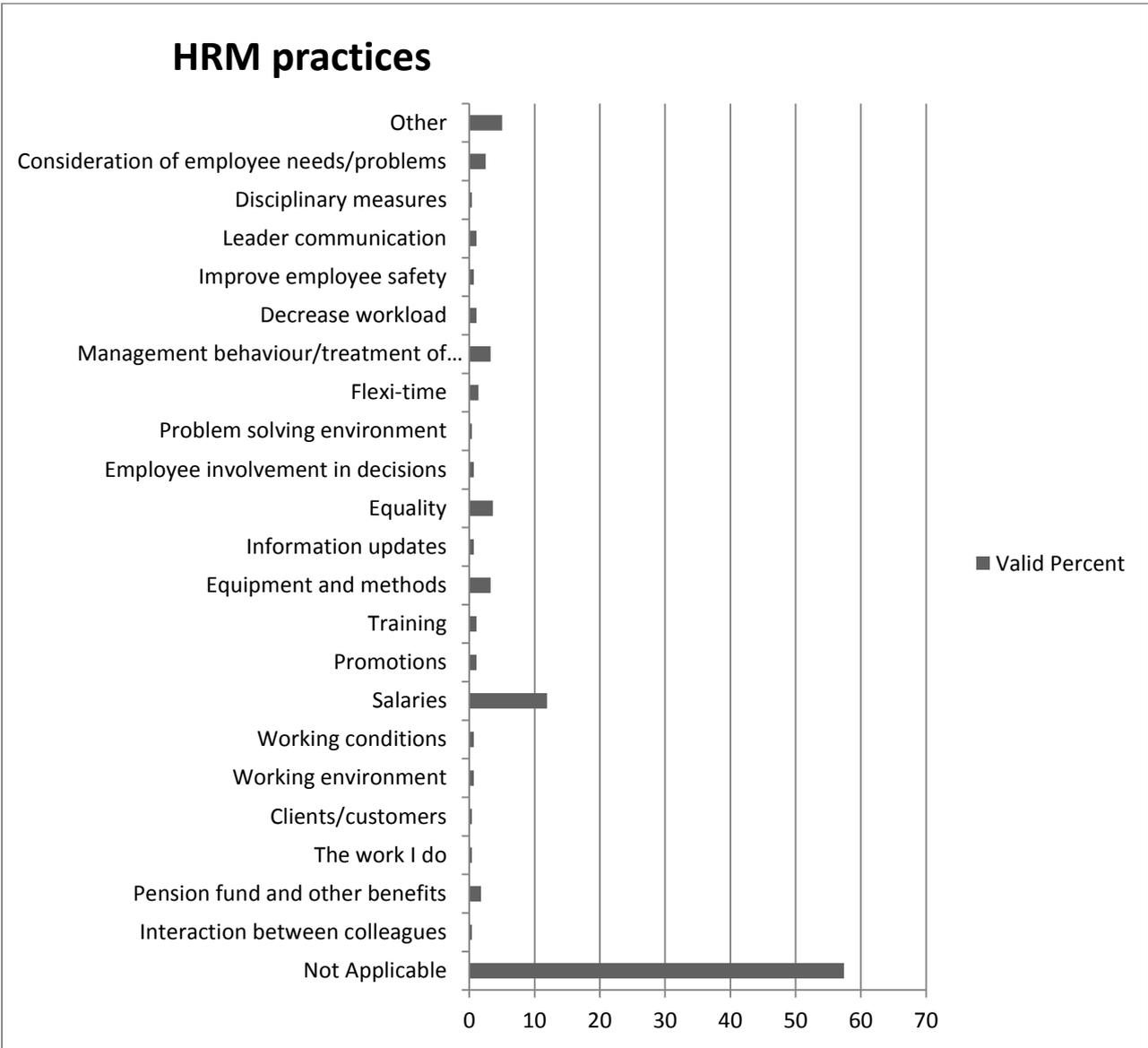
Figure 1.2:

Open-ended responses on HRM practices (Dislikes)



The practices that the employees disliked the most were those that had to do with their salary packages.

Figure 1.3:
 Open-ended responses on HRM practices (changes)



4.7 Hypothesis: Predicting the correlation between the dimensions of organisational culture (strategic human resource management practices implemented) and affective commitment

4.7.1 Hypothesis testing through means of a linear regression analysis

A linear regression analysis was conducted to forecast whether the predictor variables (Coordination, Growth and Involvement, and Autonomy) were responsible for the ratings of the outcome variable (Affective Commitment).

Table 5.1:

Descriptive statistics

Variables	Mean	Std. Deviation	N
Affective Commitment	3.26	1.225	275
Growth and Involvement	3.58	1.051	275
Autonomy	3.12	1.085	275
Coordination	3.76	0.978	275

The descriptive statistics were interpreted, as well as a multiple regression model, because there was more than one predictor variable. In the descriptive statistics, the variable that scored the highest was coordination, with a mean of 3.76.

Table 5.2:Correlations^a

		Affective Commitment	Growth and Involvement	Autonomy	Coordination
Pearson Correlation	Affective Commitment	1.000	.553	.434	.612
	Growth and Involvement	.553	1.000	.467	.653
	Autonomy	.434	.467	1.000	.439
	Coordination	.612	.653	.439	1.000
Sig. (1-tailed)	Affective Commitment	.	.000	.000	.000
	Growth and Involvement	.000	.	.000	.000
	Autonomy	.000	.000	.	.000
	Coordination	.000	.000	.000	.
N	Affective Commitment	275	275	275	275
	Growth and Involvement	275	275	275	275
	Autonomy	275	275	275	275
	Coordination	275	275	275	275

a. Dependent Variable: Affective Commitment

Note* Three important aspects were looked at under the correlation section of the descriptive statistics. The value of the Pearson Correlation Coefficient between pairs of variables was as follows:

1. The one-tailed significance of each correlation for all three predictors displayed above was $p < 0.001$
2. The number of cases contributing to each correlation (N= 275) is shown. The correlation coefficients for the three predictor variables were all 1.00 (a perfect positive correlation) and displayed diagonally on the descriptive statistics table.

Table 5.3:Regression Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df 1	df 2	Sig. F Change	Durbin Watson
1	.612 ^a	.375	.373	4.854	.375	163.810	1	273	.000	
2	.645 ^b	.416	.412	.412	.041	19.134	1	272	.000	
3	.659 ^c	.434	.428	.428	.018	8.643	1	271	.004	2.037

a. Predictors: (Constant), Coordination

b. Predictors: (Constant), Coordination, Growth and Involvement

c. Predictors: (Constant), Coordination, Growth and Involvement, Autonomy

d. Dependent Variable: Affective Commitment

The model summary indicates what the dependent and independent variable outcomes were. In the model summary:

- Model 1 refers to the outcome, for which only coordination was selected as a predictor
- Model 2 includes the results when there were only two predictors (Coordination, and Growth and Involvement)
- Model 3 includes results for three predictors (Coordination, Growth and Involvement, and Autonomy).

Table 5.4:

ANOVA statistics

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3859.455	1	3859.455	163.810	.000 ^b
	Residual	6432.021	273	23.561		
	Total	10291.476	274			
2	Regression	4282.176	2	2141.088	96.912	.000 ^c
	Residual	6009.301	272	22.093		
	Total	10291.476	274			
3	Regression	4467.897	3	1489.299	69.304	.000 ^d
	Residual	5823.579	271	21.489		
	Total	10291.476	274			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Coordination,

c. Predictors: (Constant), Coordination, Growth and Involvement

d. Predictors: (Constant), Coordination, Growth and Involvement, Autonomy

Rather than just using the mean, ANOVA tests using the F-ratio were conducted to confirm whether the regression model was a good instrument to use to predict the affective commitment outcome.

Table 5.5:Coefficients ^a

Model		Standardised Coefficients		T	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		Beta				Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)			1.628	.105	-.397	4.187		
	Coordination	.612		12.799	.000	.541	.738	1.000	1.000
2	(Constant)			.362	.718	-1.890	2.742		
	Coordination	.438		7.159	.000	.331	.583	.574	1.742
	Growth and Involvement	.267		4.374	.000	.122	.323	.574	1.742
3	(Constant)			-.369	.712	-2.799	1.915		
	Coordination	.401		6.521	.000	.293	.546	.551	1.815
	Growth and Involvement	.219		3.499	.001	.080	.285	.534	1.873
	Autonomy	.155		2.940	.004	.058	.292	.751	1.332

a. Dependent Variable: Affective Commitment

“The standardised Beta values are all measured in standard deviation units and so are directly comparable; therefore they provide a better insight into the ‘importance’ of a predictor in the model” (Field, 2009: 239). For this sample, the standard deviations were as follows:

- Coordination (standardised b= .401)
- Growth and Involvement (standardised b= .219)
- Autonomy (standardised b= .155)

Table 5.6:Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Coordination	Growth and Involvement	Autonomy
1	1	1.968	1.000	.02	.02		
	2	.032	7.827	.98	.98		
2	1	2.935	1.000	.01	.00	.01	
	2	.041	8.420	.86	.03	.38	
	3	.024	11.140	.13	.96	.61	
3	1	3.874	1.000	.00	.00	.00	.01
	2	.061	7.965	.10	.05	.04	.99
	3	.041	9.686	.77	.04	.38	.01
	4	.024	12.802	.13	.91	.58	.00

a. Dependent Variable; Affective Commitment

The collinearity diagnostics indicate that there is more than one predictor variable with a high variance proportion for an eigenvalue.

Chapter 5: Discussion of the results

5.1 Biographical information

The biographical information (Tables 2.1-2.4) of the sample indicates that the highest percentage of the respondents used in this study were young adults with secondary educational qualifications, who held entry level job positions within the organisation and earned the minimum in salary.

5.2 Strategic HRM practices and dimensions of culture

The factors that formed the various cultural dimensions within this study were identified through an exploratory factor analysis, which found only 18 items to be internally consistent in the analysis of the results (Table 3.1). The importance of these dimensions in the retention of staff was discussed in the literature review (chapter 2).

Most of the cultural dimensions analysed (Table 3.2-3.4) had overall means above 3.5. This indicates that these practices are implemented well by the organisation's management. The practices identified were those relating to Coordination, and Growth and Involvement. No challenges were identified regarding these factors by the different groups within the organisation, because means lower than 2 could not be identified through item and group significance tests done on SPSS. These subscales had SD <1.5, which means that there were small amounts of variance in how the different groups within the organisation rated the subscales and items. The Oneway ANOVA procedure was implemented in order to determine whether there were any significant differences in the mean (ratings) of the different scales between the different groups. The general framework according to which scientists work to identify significance was

followed; which requires that only $p < 0.05$ be identified (Wiid & Diggins, 2013: 260). These values were important as they indicated that the results were significant enough to report on.

Overall, the respondents were neutral in response to the amount of autonomy that is allowed within the organisation (Table 3.2 and 3.5). The potential challenge(s) regarding the implementation of autonomous practices (Table 3.6) is indicated by the significant value of 0.036 with an F-ratio of 2.895 in the rating of the Autonomy scale. The item that caused the significant difference in the scale rating was that of 'decisions without approval' (Table 3.7), where a significance value of 0.040 with an F-ratio of 2.801 was identified.

To determine the groups that caused the significant differences in the rating of the item (by referring to the item means), a post hoc analysis through Scheffe's homogenous subsets was conducted (Table 3.8) The differences in the ratings of this item existed between the interns/casuals and first line management. The interns disagreed (with an item mean of 2) that they could make decisions without approval and first line management (with an item mean of 3.67) agreed that they could make decisions without approval (the mean differences can also be seen in Table 3.5). Nevertheless, this finding is the norm in corporate environments, in which the amount of autonomy is limited as organisational goal attainment enjoys first priority (work activities are carried out according to the instructions of leaders) versus personal goal attainment (Ashakanasy *et al.*, 2011: 518). The scale and its items indicated little variance in the ratings because SD was close to 1 for the majority of the groups.

5.3 Strategic HRM practices and organisational commitment

The factors that constituted the different types of commitment within this study were identified through an exploratory factor analysis, which identified only 12 items that were found to be internally consistent in the analysis of the results (Table 4.1). The importance of these dimensions in the retention of staff was discussed in the literature review (chapter 2).

The results of the affective commitment scale did not provide any data with statistical significance. Although some of the human resource management practices implemented were healthy, the vast number of employees (with a mean of 3.26) did not indicate whether they were affectively committed to the organisation (Table 4.2). The results could not enable the study to predict staff turnover intentions, as discussed in the literature review. The subscale had a SD close to 0. There was very little variance in the rating of the subscale between groups.

Overall, respondents were neutral to the statements in the continuance commitment scale, the scale had a mean of 2.68 (refer to Table 4.2). The SD of the subscale was close to 0 and did not indicate large variances in the ratings of the scale.

Employees indicated with a scale mean of 2.45 that they were not normatively committed to the organisation (Table 4.2). The SD of the subscale was close to 0 and did not indicate large variances in the ratings of the scale.

5.4 Open-ended responses to practices implemented

The outcomes of the open-ended questions indicated that 22.4% (62/277 employees - Figure 1.1) of employees enjoyed the work that they do the most. The organisational

practices that the employees disliked (8.7% of 24 /277 employees – Figure 1.2) were those that had to do with their salaries. Some staff members (11.9% - Figure 1.3) indicated that they would change the composition of their salaries if they could. The response to the open-ended questions might indicate that money plays a big role when employees consider quitting their jobs. These findings are consistent to those of Neelam *et al.* 2013: 291-292, Renaud *et al.* 2014: 427 and Wang *et al.* 2010:88.

5.5 Hypothesis: Predicting the correlation between healthy dimensions of organisational culture (good strategic human resource management practices) and affective commitment

Overall, the descriptive statistics in Tables 5.1- 5.2 indicated that the highest correlation was between Coordination and affective commitment ($r=.612$, $p < 0.01$), possibly making Coordination the best predictor of the affective commitment outcome. To confirm this, a regression analysis was conducted (Table 5.3). The regression analysis confirmed coordination (R^a) to be the strongest predictor, as it accounted for 37.5% of the affective commitment outcomes, with $p < 0.001$ for 275 cases analysed (indicated by R^2). Growth and Involvement (R^b) represents a cumulative value of .416 (R^a+R^b). Its true value therefore accounts for only 4.1% ($R^2=R^a-R^b$) of the outcome, with $p < 0.001$ for 275, making it a weaker predictor. Autonomy (R^c) represents a cumulative value of .434 (R^b+R^c). Its true value accounts for 1.8% ($R^2=R^b-R^c$) of the outcome with $p < 0.001$ for 275, making it the weakest predictor of the affective commitment outcome. To test whether the regression analysis results were accurate enough to be used as an instrument for interpretation, ANOVA test statistics (Table 5.4) was also used to analyse the best predictor of affective commitment. The F-ratio of the ANOVA statistics indicates how significant the effects in the change in variation of the predictor values are to that of the regression model (Field, 2009:359). All three predictors have F- values >1 ,

indicating that the changes in variation were significant, as confirmed by the Sig. column with a $p < 0.005$.

The difference between the regression model and the ANOVA statistics can be seen in Table 5.3, represented by the R^2 change statistics (which compare the initial regression model's R^2 to the adjusted R^2 of the ANOVA model). The comparison is essential, as it indicates to us the point to which the results can be generalised. The difference between the two models was 0.12, which is very small, making the initial regression model generalizable. For both the regression and the ANOVA model, the F-ratio was also at 163.810 and ($p < 0.005$). The change statistics showed a Durbin Watson test statistic value of 2.0, indicating that the model is suitable for the information from the sample used in the study. The regression model (Table 5.3) was therefore a relevant tool to predict the affective commitment outcome.

In order to determine the cultural dimension subscale that would best predict the affective commitment outcome, it was important to look at the standardised coefficients in Table 5.5. Field (2009: 239) states that: "...if the t-test is associated with a B value that is significant (the value in the column labelled Sig. is less than 0.05) then the predictor is making a significant contribution to the model. The smaller the value of Sig. (and the larger the value of t), the greater the contribution of that predictor". In this case (refer to Table 5.5) coordination ($t(271) = 6.521$, $p < 0.001$) had the greatest impact on the outcome prediction. Growth and Involvement ($t(271) = 3.499$, $p < 0.005$), and Autonomy ($t(271) = 2.940$, $p < 0.005$) had the least impact.

The data (Table 5.5) confirms this. It indicates that as the rating for the coordination subscale increases by 0.978 standard deviations (Table 5.1), the affective commitment

rating increases by 0.401 standard deviations (Table 5.5, model 3). The standard deviation for affective commitment was 1.22 (Table 5.1). This brought about a change of 0.489 ($.401 \times 1.22$) in the affective commitment ratings. Therefore, for every 0.98 increase in the rating of coordination, the ratings of affective commitment increased by 0.489. During this interpretation, the effects of growth and involvement and autonomy were held constant. The results also indicate that when the rating for the growth and involvement subscale increases by 1.05 standard deviations (Table 5.1), the affective commitment rating increases by 0.219 standard deviations (Table 5.5, model 3). The standard deviation for affective commitment is 1.225 (Table 5.1), which brings about a change of 0.267 (0.219×1.22) in the affective commitment ratings. Therefore, for every 1.05 increase in the rating of growth and involvement, the rating for affective commitment increased by 0.267. During this interpretation, the effects of coordination and autonomy were held constant. These results further indicate that as the rating for autonomy increased by 1.08 standard deviations (Table 5.1), the ratings of affective commitment increased by 0.155 standard deviations (Table 5.5). The standard deviation for affective commitment was 1.22 (Table 5.1), which brought about a change of 0.189 ($.155 \times 1.22$) in the affective commitment ratings. Therefore, for every 1.08 increase in the rating of autonomy, the ratings of affective commitment increased by 0.189. During this interpretation, the effects of coordination and autonomy were held constant. These results confirm that the ratings of the coordination subscale brought about the biggest contribution to how the different groups rated the affective commitment subscale.

Chapter 6: Limitations, conclusions and recommendations

6.1 Limitations and shortcomings of the results and findings

The standard error represents the normal deviance within the model means (Field, 2009:42). The standard error for the sample used in this study was below zero for all the subscales and items used in the study (see Tables 3.2-3.5, Table 4.2- 4.5), indicating that the sample was a good representation of the population. The collinearity statistics (Table 5.6) confirm this. A small and close-fitting confidence interval with a positive value is representative of a good model and relationship that exists between the predictor and outcome variables (Field, 2009: 240). The best predictor relationship was found to exist between Coordination and Affective Commitment, as there were tight intervals. The table indicates that the intervals for Growth and Involvement, and Autonomy were broader (nonetheless still less than zero) than that of Coordination, but still significant. This makes it possible for the study to generalise the results of the sample only to the population of this study or to an organisation with very similar business practices and biographical composition of staff, because staff from different social backgrounds might differ in terms of their cultural values (Erasmus *et al.*, 2015: 122).

In the current model (Table 5.5), the VIF values are all below 10 and the tolerance statistics all well above 0.2. The average VIF is 1.67 (sum of model three's VIF/3), which is substantially greater than 1, indicating that the regression might be biased. Looking at the end of the last few rows (Table 5.6), eigenvalues that vary between .00 and .99 can be seen. These eigenvalues must be scattered high or low through the different dimensions. For this model, two of the predictors (Coordination (91%) and Growth and Involvement (58%)) are scattered highly on the same dimension (dimension

4), representing the existence of collinearity. Further studies will have to be conducted on different samples with bigger sample sizes to gain more information on the different dimensions of culture and to make the study more generalizable.

6.2 Conclusions and recommendations

The organisation used in this study's cultural dimensions such as coordination, and growth and involvement were found to be positively implemented. However, the study could not determine the health of the organisational culture overall, although two out of the three (growth and Involvement, Coordination, autonomy) health dimensions analysed were positively rated. Majority of participants rated an autonomous practice negatively and additionally identified practices with regards to salaries as a challenge. Overall, the employees were not normatively committed to the organisation and did not indicate whether they were affectively or continuously committed. Hence, the study could also not determine the turnover intentions of the participants.

The study, however, was successful in proving that good human resource management practices implemented within the organisation lead to the existence of healthy organisational culture dimensions (such as coordination, and growth and involvement) which relates to the level of affective commitment organisational employees have. The hypothesis was demonstrated and confirmed; as the rating for the healthy dimensions of culture increased (especially with regard to coordination), the rating for affective commitment also increased. The outcomes proves that compensation (Abbaspour & Noghreh, 2015: 67; Dale, 2003: 34; Erasmus *et al.* 2015:322, Renaud *et al.* 2014: 427) and autonomous practices (Jain, 2015: 121, Neelam *et al.* 2015:62) also play an important role in motivating and retaining staff in South Africa. In addition, this study

highlighted the importance of the continuous evaluation of implemented strategic human resource management practices. The results of such evaluations is essential as it may assist in the adaptation of current or the development of new strategies, to keep organisational staff motivated.

Further studies need to be conducted to determine the other important variables of a healthy organisational culture and turnover intentions, as the variables within this study accounted for only 43.4% (Table 5.3) of the affective commitment outcome. This will provide organisations with much more detail on how it can strategize around retaining its human resources.

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Exhibit 1.1: Definitions of terms used in the study

Leaders: those individuals within an organisation responsible for guiding and motivating employees through the goal-oriented strategies they implement.

Coordination: refers to the efficient and effective assistance of employees in order to achieve organisational goals.

Growth and Involvement: refers to the degree to which employees are allowed with opportunities to exert effort in order to attain individual and organisational goals.

Autonomy: refers to the degree to which staff members are allowed to implement their own ideas and follow their own methods when completing a task.

Affective commitment: the degree to which staff is emotionally attached to the organisation.

Continuance commitment: refers to an employee's attachment to an organisation that is based on the benefits of being associated with the organisation.

Normative commitment: refers to an employee's attachment to an organisation due to his or her sense of ethical duty.

Annexure A: Questionnaire

A cultural study

Purpose of the study: To identify the cultural challenges that exists in an agricultural organisation in the 21st century.

Instructions:

- This questionnaire consists of 4 pages
- It is divided into five sections (A-E), of which all the questions must be answered as truthfully as possible
- Please select the most relevant answer by marking with an **x**
- Please answer all the questions
- A researcher will be present to assist the respondent with answering the questions
- It will take approximately 10 minutes to complete the questionnaire

QUESTIONNAIRE:

Section A: RESPONDENT DEMOGRAPHICAL PROFILE

Please complete this section by providing us with information on your demographic profile

1. Age _____
2. Highest qualification/grade passed

3. Gender: Male _____ Female _____
4. Marital status _____
5. No of dependents _____
6. What is your current position in the organisation? _____
7. Years /months working in current position _____
8. Position of person to whom you report directly _____
9. Monthly income:
Less than R2999 ___ R3000-R4999 ___ R5000-R7999 ___ R8000- R9999 ___ R10000+ _____
10. Did you occupy any other position in this organisation before?
Yes _____ No _____
11. If yes, what position?

12. Years /months working in this position

The following sections are based on your work experience. The most relevant answer should be marked with an x. Please answer as truthfully as possible

*Your leader is your immediate head or the person to whom you report directly

STATEMENTS:	<i>Mark under the appropriate answer with an x</i>				
Section B:	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
13. My leader is willing to take time to listen to my new ideas					
14. My leader would think poorly of me if I cried and became emotional at work					
15. At work we are not afraid to show that we disapprove of each other's work					
16. At work we do small favours for each other					
17. At work we make friends just because we want to; there is no other agenda					
18. My leader immediately deals with people who do not perform at work					
19. My leader gives me more feedback on positive than negative results					
20. If my colleagues do something wrong, I'd rather report it to my leader than keep quiet					
21. My leader punishes me in private and rewards me in public					
22. My leader always treats me the same way, even if we have a misunderstanding					
23. My organisation would rather help me than dismiss me if I have a problem					
24. I can communicate with my leader without worrying that he/she will tell someone else					
25. I only do work that is part of my job description					
26. I can communicate with my colleagues without worrying that they will tell someone else					
27. All the people that I work with have been employed fairly according to the rules of the organisation					
28. My leader is always there to guide me when I need help with my job					

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
29. My leader informs me of decisions he/she has to make that might influence me directly or indirectly					
30. My leader gives me opportunities to grow and develop in the organisation					
31. People are treated fairly when it comes to promotions and punishment					
32. I have no fear of becoming an excess employee in this organisation					
33. My leader monitors and controls my work					
34. I work in a safe environment					
35. When I need to take leave from work, my leader allows me to and gets someone to fill my place until I come back					
36. My leader always details the work that I'm supposed to complete beforehand					
37. I get the extra support (material, equipment etc.) I need to enable me to complete tasks on time					
38. I am allowed to perform activities in my own way to help me to be more productive					
39. I am allowed to use my own solutions to solve a problem					
40. I can make decisions without having to wait for the approval of my leader					
41. I am allowed to express my own opinions, even if my leader does not agree with them					
42. I am allowed to sometimes complete activities in my own time					
43. The people in this organisation know their goals very clearly					

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
44. In this organisation, we give and get very clear guidelines about what to do					
45. There is no favouritism at work					
46. In this organisation, being successful is the most important thing					
47. We also complete every project we start; nothing is left hanging					
48. My leader considers my input to be important					
49. My leader encourages me to find new ways of doing things					
50. My leader still treats me the same, even if my creative ideas fail					
51. The organisation finances the creative ideas of its employees					
52. My leader regularly implements different strategies to accommodate (gender, race, age, religion, etc.) differences between employees					
Section C:					
53. My leader allows me to do things in my own way					
54. My leader expects me to do everything according to strict orders without deviating					
55. My leader is only happy when I go the extra mile and work long hours so that the organisation can make more money					
56. My leader is happy when I am unhappy					

Section D:	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
57. This organisation feels like home					
58. I feel connected to this organisation					
59. If feel I am part of the family in this organisation					
60. I would be happy to spend the rest of my life working for this organisation					
61. I enjoy working here because this organisation has good values					
62. I am not happy when I am not at work					
63. I continue to work here because this is the only place at which I will reach my goals					
64. I don't have any other choice but to continue working for this organisation					
65. My life would be a mess if I left my job					
66. I am still working for this organisation because in future I want to claim all my retirement savings					
67. If I leave my job, I will lose the friends I have within this organisation					
68. I find it difficult to leave an organisation once I start working for it					
69. My employer would be very disappointed if I left my job					
70. I feel a strong obligation to stay on in my job					
71. I keep working for this organisation because people would think poorly of me if I left					
72. I do not want to leave this organisation because I will be failing the people that I support financially					

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
73. I do not want to leave my job because I need to support my colleagues in the same way they have supported me					
74. I will look for work elsewhere if colleagues that are important to me leave the organisation					

Section E: Closing questions

75. What do you like most about working for this organisation?

76. What do you dislike about working for this organisation?

77. If you had a "magic wand", what are the two things you would change about this organisation?

Thank you. The end!!

Annexure B: Questionnaire (Afrikaans version)

'n Kulturele Studie

Doel van die studie: Om bestaande kulturele uitdagings van die 21ste eeu se organisasie te identifiseer.

Instruksies:

- Hierdie vraelys bestaan uit 6 bladsye
- Dit is verdeel in 5 afdelings, naamlik (A-E) waarvan alle vrae so eerlik moontlik beantwoord moet word
- Selekteer asseblief die mees relevante antwoord deur 'n **x** langsaan te maak
- Beantwoord asseblief alle vrae
- 'n Navorsers sal teenwoordig wees om die respondent te help
- Dit neem ongeveer 10 minute om die vraelys te voltooi

Afdeling A: RESPONDENT SE DEMOGRAFIESE PROFIEL (12 items)

Voltooi asseblief hierdie afdeling deur ons te voorsien van U demografiese inligting.

1. Ouderdom _____
2. Hoogste kwalifikasie/graad geslaag

3. Geslag: manlik _____ vroulik _____
4. Huweliks-status _____
5. Aantal afhanklikes _____
6. Wat is U huidige posisie in die organisasie? _____
7. Aantal jare/maande in huidige posisie? _____
8. Posisie van persoon aan wie U direk rapporteer? _____
9. Maandelikse inkomste:
R1000-R2999 ___ R3000-R4999 ___ R5000-R7999 ___ R8000-R9999 ___ R10000+ ___
10. Het U voorheen 'n ander posisie in hierdie organisasie bekleed?
Ja _____ Nee _____
11. Indien ja, watter posisie?

12. Aantal jare /maande wat U hierdie posisie bekleed het?

Die volgende afdelings word gebaseer op U werkervarings. Die mees relevante antwoord word geselekteer met 'n x. Beantwoord die vrae asseblief so eerlik moontlik

**U leier is U hoof of die persoon aan wie U direk rapporteer*

STELLINGS:	<i>Merk onder en langs die toepaslike antwoord met 'n x</i>				
Afdeling B:	Stem glad nie saam nie	Stem meestal nie saam nie	Neutraal	Stem meestal saam	Stem heeltemal saam
13. My leier is bereid om tyd te spandeer om na my oorspronklike idees te luister					
14. My leier sal sleg van my dink indien ek huil of emosioneel raak by die werk					
15. By die werk is ons nie bang om te wys wanneer ons nie van iemand anders se werk hou nie					
16. By die werk bewys ons klein gunsies aan mekaar					
17. By die werk maak ons maklik vriende					
18. My leier hanteer swak prestasie van werkers onmiddellik					
19. My leier gee my meer terugvoer op positiewe as negatiewe resultate					
20. Indien my kollegas iets verkeerd doen, sal ek dit liever rapporteer aan my leier as om stil te bly					
21. My leier straf my in privaatheid en bewys eer in die openbaar					
22. My leier behandel my dieselfde al het ons 'n misverstand gehad					
23. My organisasie sal my eerder probeer help as om my af te dank indien ek 'n probleem het					
24. Ek kan met my leier kommunikeer sonder om bekommerd te wees dat hy/sy iemand anders daarvan sal vertel					
25. Ek doen slegs werk wat deel is van my posbeskrywing					
26. Ek kan met my kollegas kommunikeer sonder om bekommerd te wees dat hulle iemand anders daarvan sal vertel					

	Stem glad nie saam nie	Stem meestal nie saam nie	Neutraal	Stem meestal saam	Stem heeltmal saam
27. Al my kollegas was regverdig volgens die beleid van die organisasie in diens geneem					
28. My leier is altyd daar om leiding te gee indien ek hulp nodig met my werk					
29. My leier hou my op hoogte van besluite wat hy/sy moet maak wat my direk of indirek mag beïnvloed					
30. My leier gun my die geleentheid om te groei en te ontwikkel in die organisasie					
31. Mense word regverdig behandel in terme van bevordering en straf					
32. Ek is nie bekommerd dat ek oortollig sal word in hierdie organisasie nie					
33. My leier monitor en kontroleer my werk					
34. Ek werk in 'n veilige omgewing					
35. Indien ek dae af moet vat by die werk, laat my leier my toe en kry iemand om my take te verrig totdat ek terugkom					
36. My leier gee altyd die take wat ek moet voltooi vroegtydig					
37. Ek kry die nodige ondersteuning (materiaal, toerusting ens.) om my werk betyds te voltooi					
38. Ek word toegelaat om my aktiwiteite op my eie manier te voltooi om meer produktief te wees					
39. Ek word toegelaat om my eie oplossings tot 'n probleem te gebruik					
40. Ek kan besluite neem sonder om te wag vir die goedkeuring van my					

leier					
	Stem glad nie saam nie	Stem meestal nie saam nie	Neutraal	Stem meestal saam	Stem heeltetal saam
41. Ek word toegelaat om my eie opinie te lug, al stem my leier nie daarmee saam nie					
42. Ek word soms toegelaat om aktiwiteite op my eie tyd te voltooi					
43. Die mense van hierdie organisasie verstaan hulle doelwitte duidelik					
44. In hierdie organisasie kry en gee ons duidelike riglyne in terme van wat ons moet doen					
45. In hierdie organisasie is daar nie partydigheid nie					
46. In hierdie organisasie is om suksesvol te wees die belangrikste ding					
47. Elke projek/taak wat ons kry word afgehandel, niks word onvoltooid gelaat nie					
48. My leier beskou my insette as belangrik					
49. My leier moedig my aan om take op kreatiewe, nuwe maniere te voltooi					
50. My leier behandel my nog steeds dieselfde al is my kreatiewe idees onsuksesvol					
51. Die organisasie finansier die kreatiewe idees van werkers					
52. My leier implementeer gereeld nuwe strategieë om verskille tussen werkers in terme van (geslag, ras, ouderdom, geloof ens.) te akkommodeer					
Afdeling C:					
53. My leier laat my toe om dinge op my eie manier te doen					

	Stem glad nie saam nie	Stem meestal nie saam nie	Neutraal	Stem meestal saam	Stem heeltemal saam
54. My leier verwag dat ek alles streng volgens instruksies te voltooi sonder om af te wyk					
55. My leier is slegs gelukkig wanneer ek 'n ekstra poging aanwend en lang ure werk sodat die organisasie 'n wins kan maak					
56. My leier is gelukkig wanneer ek ongelukkig is					
Afdeling D:					
57. Hierdie organisasie voel soos my tuiste					
58. Ek voel geheg aan hierdie organisasie					
59. Ek voel ek is deel van hierdie familie in die organisasie					
60. Ek sal gelukkig wees om vir die res van my lewe vir hierdie organisasie te werk					
61. Ek geniet dit om hier te werk omdat hierdie organisasie in goeie waardes belê					
62. Ek is ongelukkig wanner ek nie by die werk is nie					
63. Ek hou aan om vir hierdie organisasie te werk omdat dit die enigste plek is waar ek my doelwitte sal bereik					
64. Ek het geen ander keuse as om vir hierdie organisasie te werk nie					
65. My lewe sal 'n ramp wees as ek my werk moet los					
66. Ek werk steeds vir hierdie organisasie omdat ek in die toekoms al my pensioen wil invorder					

	Stem glad nie saam nie	Stem meestal nie saam nie	Neutraal	Stem meestal saam	Stem heeltemal saam
67. As ek my werk moet verloor, sal ek al my vriende in die organisasie verloor					
68. Ek vind dit moeilik om 'n organisasie te verlaat nadat ek daar begin werk het					
69. My werkgewer sal baie teleurgesteld wees as ek die werk moet los					
70. Ek voel 'n sterk verantwoordelikheid om aan te hou werk in hierdie organisasie					
71. Ek hou aan om vir hierdie organisasie te werk omdat mense sleg van my sal dink as ek dit moet verlaat					
72. Ek wil nie hierdie organisasie verlaat nie omdat die mense aan wie ek finansiële steun verleen, teleurgesteld in my sal wees					
73. Ek wil nie my werk verlaat nie omdat ek my kollegas wil ondersteun op die manier wat hulle my ondersteun het					
74. Ek sal ander werk soek indien kollegas wat belangrik vir my is, die organisasie verlaat					

Afdeling E: Ope vrae

75. Waarvan hou jy die meeste van hierdie organisasie?

76. Waarvan hou jy nie van hierdie organisasie nie?

77. Indien U die mag gehad het, wat is die twee dinge wat U sou verander van hierdie organisasie?

Dankie. Die einde!