HOW TO ATTRACT AND RETAIN EMPLOYEES OF ALL AGES

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Brenda van Veldhuizen

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Management summary

The percentage elderly on the total Dutch population will increase in the coming decades. This will entail a greater demand for elderly care. The number of young people choosing a career in health care is declining and the workforce in the organization is getting older. In the near future is a threat of staff shortage. It is important for the Zorgzoog to retain its employee and to attract new employees. Therefore it is important to know what attracts and binds employees to the organization and whether there are differences between age groups can be distinguished. This leads to the following question:

- How could the organization increase organizational commitment of its employees to prevent them from leaving the organization?

Allen and Meyer (1990) make a distinction between three general components: affective attachment to the organization (affective commitment), perceived costs associated with leaving the organization (continuance commitment), and feelings of obligation to the organization (normative commitment). A literature review revealed that there should be sought towards affective commitment with the organization. When employees an emotionally involved with the organization makes them want to stay with the organization and more productive than when they are predominantly continuance or normative committed with the organization. Satisfied and committed employees make the organization more attractive to new employees.

For the organization to increase the affective commitment of its employees it is important to know which factors influence affective commitment. Based on research by Allen and Meyer (1990), Fornes, et al (2008) and Mathieu and Zajac (1990) a list of antecedents is composed. This list consists only of antecedents where the organization can exert influence. This to the following question and subquestions:

1) Which factors are of interest to improve organizational commitment for employees preventing them from leaving the Zorgboog?

a) Are there differences between the departments of the Zorgboog regarding these factors that are of interest to improve organizational commitment?

b) Are there differences between the different age groups within the Zorgboog regarding these factors that are of interest to improve organizational commitment?

A survey conducted among employees (who provide direct care to the client) working in care homes, nursing homes, maternity and crosswork. Since the population is too large for the whole to be surveyed, a random selection of 40 percent of the population is made. Maternity is taken as a whole because otherwise this group is too small to be able to draw conclusions.

The correlation analysis shows that all antecedents mentioned in the conceptual framework are of interest to improve affective organizational commitment except for role clarity. Role clarity is not significant related to affective commitment which is different from the literature. This indicates that in this case role clarity plays no part in improving affective commitment with the organization. Age is significant correlated with affective commitment. The factor years working at the organization is significant correlated to more antecedents in comparison to age, but is not significant correlated with affective commitment. This indicates that, when trying to improve affective organizational

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commitment of the employees, years working at the organization should be taken more in consideration, in this case, as age.

The research shows that employees who work more than five years for the organization, experience significant less organizational support and feedback in comparison to the other employees. The Zorgboog could pay more attention to continues development of employees and giving feedback when employees apply what they have learned in practice. When looking at the differences between departments the group maternity appear to get a better provision of information which leads to them knowing what are the goals and ideas of the organization, and what is expected from them. The organization should look where it is that the information expires at the maternity care so this could also be applied at the other departments and improve to provision of information.

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1| Introduction

In this chapter introduces the problem which will be addressed in this research. The background to the problem will be clarified in paragraph 1.1. The current situation of the organization is discussed in paragraph 1.2. Paragraph 1.3 addresses the problem definition. Finally, the relevance of the study will be discussed in paragraph 1.4.

1.1 Background

People in the Netherlands are aging. Live expectancy is growing. In 2011, 15,6% of the Dutch population was above 65 years of age. The expected prediction is that in the year 2025 this will be 21,7% (www.cbs.nl). With the growing number of older people, the demand for elderly care will grow, and therefore the demand for employees who could provide care in nursing homes, care homes, and at the patients' homes.

The working population is getting older, and a large part is going to retire in the near future. At the same time, the dejuvenation leads to a smaller workforce. Employees working in the healthcare sector are mostly women who will work part-time to combine their career with their home life.

With the increase of the demand for care caused by the aging of the Dutch population, and the dejuvenation of the workforce, there will be a threat of staff shortage in the near future. It is more important than ever that an organization has good and motivated employees. The labor market in the healthcare sector is narrow: the average age of the employees is rising and the largest group of employees is expected to retire in the near future. Most people stop working completely due to health reasons (35%), family motives (33%), or parenthood (28%). Physical workload (11%) and work pressure (8%) play a lesser role. The ActiZ report on labor issues form 2008 states that 83% of healthcare organizations expect to struggle with a shortage of employees within the next three to four years. ActiZ is a branch organization of companies in the healthcare sector (Mandour & Van Eijken, 2008).

The healthcare sector is not only threatened by a staff shortage, also the competition within the sector has grown extensively. There is a lot of competition in the care sector. Potential clients can choose where they get their care. Therefore, healthcare organizations must deliver high quality care for a competitive price in order to stay relevant in the market. Employees become more and more important in the future. However, organizations are tied to a budget and therefore cannot offer more salary or other benefits to retain its existing employees and attract new employees. They have to find other ways to bind employees to their organization.

1.2 Organization

The Zorgboog is a healthcare organization that provides services in healthcare, living, and well-being. This organization provides a wide variety of services ranging from maternity care and youth health care to revalidation and nursing. The services could be divided in intramural care that is provided in nursing homes, for example, and extramural care that takes place at the clients' homes. The organization is decentralized because of the different independent departments. The Zorgboog has three nursing homes, nine care homes, and several district teams for home care. It could be difficult for the organization to communicate to all its employees.

 The organization has 2737 employees, 2522 of which are women. Women are more likely to have obligations outside work, such as caring for their children. Many female employees work part-time.

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This could mean that they could find other aspects important in a job and/or organization compared to male employees with a fulltime job. The largest group of employees at the Zorgboog (985 employees) is between 45 and 54 years old. In most studies, these employees are defined as 'older workers'. This group also works more hours than younger employees in the most departments. The Zorgboog is faced with the threat of staff shortage in the near future. In the district of Helmond where, the organization is active, The Zorgboog is not the only healthcare provider. Employees of the Zorgboog have several job alternatives. The organization wants to know which actions could be taken to attract and retain employees.

1.3 Problem definition

Staff shortage in the near future will be caused by three factors: the increase of demand due to population aging, the lack of new employees, and the increasing age of the present employees. The largest group of employees at the Zorgboog (985 employees) is between 45 and 54 years old. In most studies, these employees are defined as 'older workers'. This group is going to retire in the near future or going to retire earlier. Studies, like Boumans, de Jong & Vanderlinden (2008), indicate that many women who work in the care sector retire early (before the age of 65).

Therefore the Zorgboog needs to retain its current employees and attract new employees. Because the organization is tied to a budget and therefore cannot offer more salary, another way must be found to bind employees to the organization. Frins, Van Ruysseveldt & Syroit (2011) state that financial incentives are not effective means of retaining employees. However, employee commitment to the organization has a positive effect on retention. Organizational commitment can be defined as the psychological and emotional attachment of employees to their organization (Mathieu & Zajac, 1990).The organization has different subdivisions on different locations, making it more difficult for employees to relate with the organization and its goals.

Above research can indicate that the organization can retain its current employees by paying attention to organization commitment. Because the many health organizations face minor financial opportunities (due to tied budgets), it is important that this will be further researched. The central research question of this study is:

- How could the organization increase organizational commitment of its employees to prevent them from leaving the organization?

1.4 Relevance of the study

1.4.1 Scientific relevance
The results of this research can expand the knowledge base for establishing age-related policies. The research will take place in the healthcare sector, where the majority of employees are female. The expectation is that this research will contribute to the understanding of behavior of this group of employees within the scope of age-related policies. The results of this research can also strengthen the existing theories in literature on organizational commitment in organizations.

1.4.2 Practical relevance
This research is of social relevance because the society is becoming older and therefore there will be a growing demand for healthcare. To meet this demand, it is important for an organization to retain its employees. This research tries to find HRM instruments that help improve the organizational

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commitment of the employees so that the organization can keep up with the growing demand expected in the near future.

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2| Situation at Zorgboog

As earlier described, employees of the Zorgboog are mostly female and work part-time. 31.12% of the females work less than 12 hours a week. Most employees in this category are working on an on-call basis (zero hours a week).Taken together with the category of 12-20 hours (24.98%), more than half of the female employees (56.10%) at the Zorgboog is working less than 20 hours per week. With female employees, age is important to take into consideration because of their family life. Most the female employees work part-time because they have children or (in a later stage of the life) a parent to take care of. Employees could become stressed and dissatisfied when the job and the home-life not go well together. The organization could help to create more work-life balance. The employees of the Zorgboog already have access to a crèche where they could leave their young children for the day.

The organization consists of different levels and departments. The employees are working at different locations in the region of Helmond. The four departments that are in danger of staff shortage in the near future are cross work, maternity, care homes, and nursing homes. These departments are shown whit thicker outlines in the organization chart below.

Figure 1: Organization chart of The Zorgboog
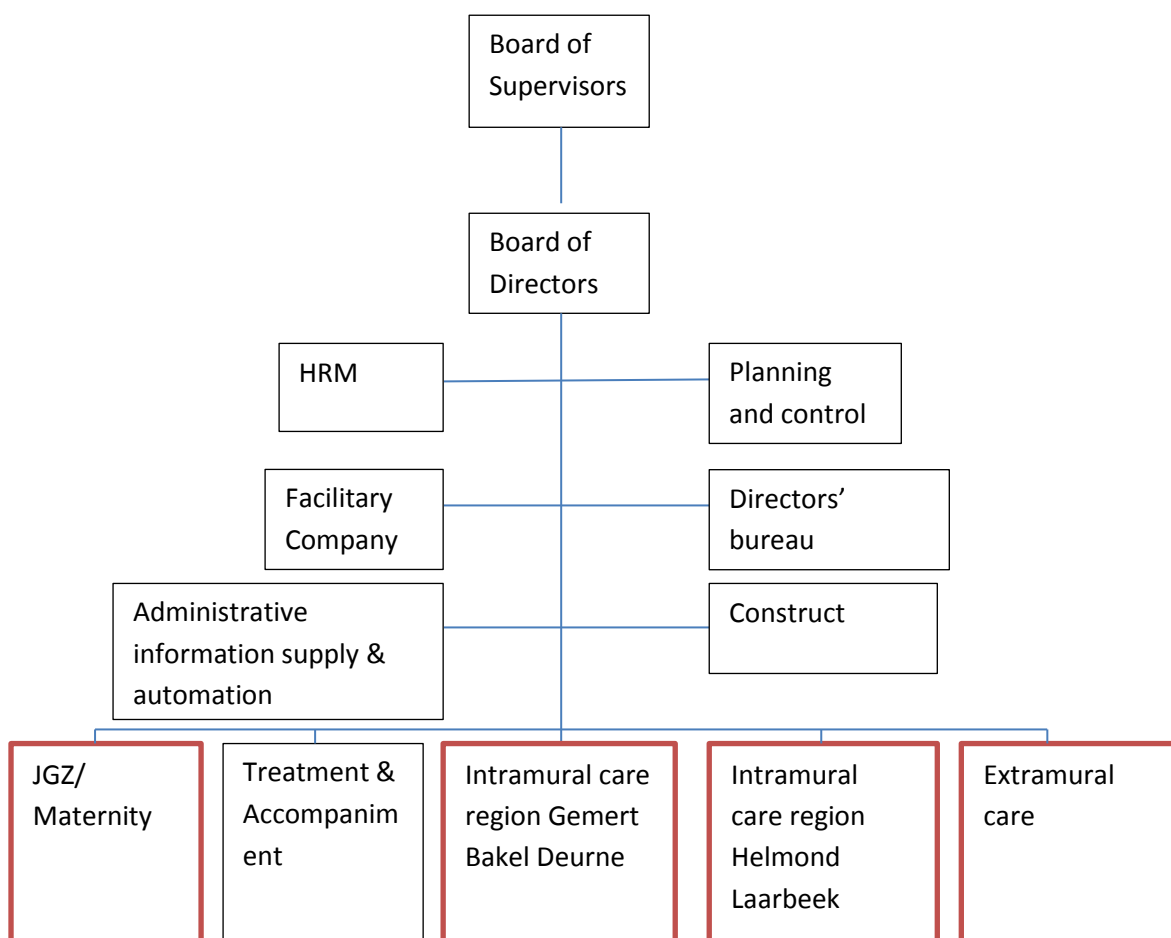
3| Theoretical framework

In this chapter the concept organizational commitment will be clarified in paragraph 3.1. Enhancing organizational commitment is discussed in paragraph 3.2. Paragraph 3.3 addresses the literature about age and department in relation to organizational commitment. Finally, the concept intention to turn over will be discussed in paragraph 3.4.

3.1 Organizational commitment

There are various definitions of organizational commitment in literature. In this study the definition of Mathieu & Zajac (1990) will be used. Organizational commitment can be defined as the psychological and emotional attachment of employees to their organization (Mathieu & Zajac, 1990). What becomes clear from all the definitions is that organizational commitment has to do with: a) a belief in and acceptance of the organization's goals and values; b) a willingness to exert considerable effort on behalf of the organization; c) a desire to maintain membership in the organization; and d) an attachment to the organization (Mowday & Steers, 1979). Individuals and teams that are committed to the organization's goals and values have higher morale, lower turnover, increased job satisfaction, and increased productivity (Fornes, Rocco & Wollard, 2008). Meyer, Stanley, Herscovith & Topolnytsky (2002) state that organizational commitment is an important determinant of employee turnover and the intention to turnover.

Various views on organizational commitment seem to reflect three general components: affective attachment to the organization (affective commitment), perceived costs associated with leaving the organization (continuance commitment), and feelings of obligation to the organization (normative commitment) (Allen & Meyer, 1990). The most preferable commitment for an employee to have would be affective commitment with the organization. But it is likely that some employees who have their whole social lives build up in this neighborhood have other reasons to stay with the organization. Allen & Meyer (1990) underline that affective-, normative- and continuance commitment most be seen as three components of commitment and not as three types because a relation between an employee and an organization could differ with each aspect. The three distinguished components could each on its own have positive effects or at least prevent undesired behaviors such as leaving the organization or absence (Van Breukelen, 1996). Torka (2003) concluded that the three components of organizational commitment can influence each other positively.

Not only can these components influence each other, organizations where employees are highly affectively committed to their organization are also attractive for potential new employees (Stordeur, D'Hoore & the NEXT-Study Group, 2006). Affective commitment is therefore the only one of the three components which is positively related with attracting new employees.

Organizational commitment is a very abstract concept for the employee. This is especially the case with low educated workers (Yousef, 1998). It is therefore easier for these employees to commit to things they come in contact with very day such as work or co-workers. The employees are more locally committed (work and co-workers) than they are globally committed (organization) (Millward & Hopkins, 1998; Becker & Billings, 1993; Torka, 2003). The organization consists of several subdivisions. For employees who work in such a subdivision, it is difficult to commit to the organization as a whole. According to Torka (2003) and Ellemers, de Gilder & Van den Heuvel (1998), employees are likely to be more strongly committed towards less abstract foci such as work and co-

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workers than toward the organization. Torka (2003) stated that "commitment towards the department and the organization is less important than commitment towards more tangible objects" (p.184). Commitment to co-workers can also lead to organizational commitment (Mathieu & Zajac, 1990; Torka, 2003). This means that organizations should not only be interested in commitment of their employees towards the organization, but also their commitment towards more tangible objects. Therefore, in addition to commitment to the organization, commitment to co-workers will also be taken into account in this study.

3.2 Enhancing organizational commitment

Antecedents of commitment are actions or elements that cause commitment to occur. These antecedents produce employee perceptions that lead to positive consequences for the organization and the individual (Fornes et al., 2008, p. 346). This research looks at the studies of Allen & Meyer (1990), Mathieu & Zajac (1990) and Fornes et al., (2008).

Allen & Meyer (1990) distinguish antecedents for affective organizational commitment and for continuance organizational commitment. The antecedents of continuance commitment are almost all those that the organization cannot directly influence such as community, pension, and relocation. These antecedents are therefore not suitable for this study. Mathieu & Zajac (1990) and Fornes et al. (2008) acknowledge differences between affective organizational commitment and continuance commitment but they state antecedents for organizational commitment in general. This study will focus on antecedents of affective organizational commitment. These antecedents can in general be influenced by the organization. Affective organizational commitment is, as mentioned earlier in this study, the most preferable form of organizational commitment for an organization and the only form which is of influence in attracting new employees, since organizations with employees who are affectively committed are more attractive (Stordeur et al., 2006).

The guideline for this study will be the antecedents as stated by Allen & Meyer (1990) since they are the only ones who distinguish differences between affective commitment and continuance commitment. These antecedents will be complemented with the ideas of Mathieu & Zajac (1990), Fornes et al. (2008) and the General Training Climate Scale (Tracey & Tews, 2005). Mathieu & Zajac (1990) subdivided the antecedents in categories. Categories give a clearer view for discussing the antecedents, and will therefor also be used in this study.

3.2.1 Job characteristics

In this study, job characteristics are the antecedents that are related to the job itself. Mathieu & Zajac (1990) distinguished job characteristics as antecedents for organizational commitment. To perform the job well it is important for employees to know what is expected of them. **Goal clarity** is seen by Fornes et al. (2008) as a clear identification of the intentions, ideas, goals, and plans of the organization allowing employees to be informed, ask questions, share information, and provide a clear sense of direction. To optimize goal clarity, it is important that the communication within the organization is optimal and that feedback is well recieved. **Feedback** is the degree to which employees receive information that reveals how well they are performing on the job (Allen & Meyer, 1990).

Employees make different demands on what they are looking for in their work. Some find it very important to decide on the way they execute tasks themselves, while others want to their jobs to be diverse and challenging. **Job autonomy** can be defined as the degree of freedom, independence, and

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discretion an employee is allowed in scheduling work, determining procedures, and job involvement (Allen & Meyer, 1990). Another antecedent stated by Allen & Meyer is job challenge. **Job challenge** is the degree in which employees finds their work challenging and exciting (Allen & Meyer, 1990).

3.2.2 Group-leader relations

Group-leader relations refer to employees and their co-workers, supervisors, and top management. As mentioned earlier it is easier for the employee to commit to things he or she comes in contact with every day. Individual employee commitment and commitment to co-workers are positively related to affective organizational commitment. A good relation between an employee and his or her supervisor will have a positive effect on affective organizational commitment. Employees could identify their supervisor with the organization. Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gonzalez-Morales & Steiger-Mueller (2010) calls this phenomenon the supervisor's organizational embodiment. Allen & Meyer state that when there is peer cohesion, equity and recognition, and management receptiveness in the relation between employees and supervisor, that this will have a positive effect on the employees' affective organizational commitment. **Peer cohesion** is the agreement with (equal) colleagues about work-related issues. **Equity and recognition** is when employees are treated equitably and are recognized for the work they do (Allen & Meyer, 1990).

Not only the direct supervisor has to pay attention to the employee but also top management must stay in contact with the work floor. **Management receptiveness and participation** is when top management pays attention to the ideas brought to them by other employees, and the employees are allowed to participate in decisions regarding their own work (Allen & Meyer, 1990)

3.2.3 Role states

The most common assumption has been that role states results from perceptions of the working environment and then influence the affective organizational commitment (Mowday, Porter & Steers, 1982). Mathieu & Zajac (1990) state that it is not clear if the relationship with organizational commitment is direct or mediated by other variables

In addition to the conflict between work-life and home-life, **work-life balance**, it could also be possible that it is not clear for an employee which role they have to play at work. When there is **role clarity**, it is clear for an employee what is expected of him or her. It could be possible that different people expect different things from the same employee: for example, when the organization wants an employee to deliver quantity (as many tasks as possible in a given time) and the client wants quality. This is a role conflict. A role conflict is a situation in which a person is expected to play two incompatible roles (Allen & Meyer, 1990).

3.2.4 General training climate

Findings suggest that the investment and effort in providing useful training programs may heighten an individual's awareness of the importance of training, as well as feelings of worth and value to the organization, which builds commitment (Kozlowski & Hult, 1987). In the healthcare field, training participation based on duration is positively related to affective commitment and negatively related to continuance commitment (Bartlett, 2001). According to the norm of reciprocity, perceptions of a supportive job development climate would create an obligation on the part of employees to repay the organization for its commitment to them. One way to do this is through their own commitment to the organization and continued participation in the organization (Allen, Shore & Griffeth 2003).

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Louis, Posner & Powell (1973) found a significant relationship between perceptions of the value of training and organizational commitment. They say that the investment and the effort in providing useful training programs may heighten an individual's awareness of the importance of training, as well as feelings of worth and value to the organization, which builds commitment. Tracey & Tews (2005) state it would be unwise to implement new training programs if the work environment does not adequately prepare trainees for the learning process or support the use of newly acquired knowledge and skills on the job when trainees return to their jobs. For the training to be a success, valid measure of climate are necessary to identify potential obstacles. In research literature, climate could be defined, as shared perceptions of employees concerning the practices, procedures, and behaviours that get rewarded and supported in a work setting (Schneider, 1985).

Tracey and colleagues developed the General Training Climate Scale (GTCS). This GTCS contains of three training climate dimensions. These dimensions are managerial support, job support and organizational support. In this research, these dimensions are taken as three separate scales so that the HRM department can address any possible problems more effectively. **Managerial support** reflects the extent to which supervisors and managers encourage on-the-job learning, innovation, and skill acquisition and provide recognition to employees in support of these activities. **Job support** represents the degree to which jobs are designed to promote continuous learning and provide flexibility for acquiring new knowledge and skills. The third dimension, **organizational support**, corresponds to policies, procedures, and practices that demonstrate the importance of training and development efforts, such as reward systems and resources to acquire and apply learned skills (Tracey & Tews, 2005, p. 358). If obstacles in managerial support, job support, or organizational support are revealed, then efforts can be taken to address areas of concern prior to making investments in training design and implementation.

3.3 Age and departments

Several studies have shown that the age of an employee is of influence for the organizational commitment of the employee. In comparison to younger colleagues, older employees are more committed to the organization (Van der Heijden, 2002; Boerlijst, Van der Heijden & Van Assen, 1993; Fornes et al, 2008; Huang, & Hsiao, 2007). To answer the research question, it is important to first define the meaning of age and age stages in the research.

There are different age stages used in literature. In most studies state an older worker as being older as 45 years. But aging is not only defined by the calendar. Aging refers to changes that occur in biological, psychological, and social functioning over time and, therefore, affects each individual on the personal, organizational, and societal levels. Individuals with the same chronological age may differ in terms of health, career stage, and family status (Kooij, De Lange, Jansen & Dikkers, 2007, p365). Sterns & Doverspike (1989) distinguished five different approaches to conceptualize aging workers:

- Chronological age (refers to one's calendar age)

- Functional or performance-based age (based on a worker's performance, and recognizes that there is a great variation in individual abilities and functioning through different ages)

- Psychosocial or subjective age (based on the self and social perception of age)

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- Organizational age (refers to the aging of individuals in jobs and organizations)

- The life span concept of age (advances the possibility for behavioral change at any point in life)

In developing age-related policies it is important to take these different approaches into account. Two employees with the same chronological age could be at a different point in their life and have a different organizational age. It could therefore even be that there are more differences within an age stage than there between the different age stages. It is nevertheless not possible to draw up criteria for measuring functional age (or the other kinds of ages distinguished by Sterns & Doverspike, 1989) so in this study chronological age will be measured.

The vagueness in defining who is an older worker is reflected in the literature, probably because aging is a multidimensional process that is difficult to measure or capture in a single definition (Cleveland & Lim, 2007). A related problem with distinguishing between age-categories is that there are large individual differences. This appears to be especially true for older workers. The term "differential aging" refers to individual differences increasing with age. Differences within age groups can become bigger than differences between age groups (Boerlijst , Munnichs & Van der Heijden, 1998). There is a common tendency to view older workers as slower, less interested in new training, less flexible, and more likely to become weary than their younger colleagues (Maurer, Barbeite, Weiss & Lippstreu, 2008, p 396). Some negative stereotypes deal with mental decline, physical decline, inability to cope with change, performance and productivity. Because the retirement age in the Netherlands is set at 65 years, people of that age are expected to retire (social pressure) even if they want to remain working. The organization could try to create a culture where working after the age of 65 is encouraged. These prejudices are not always valid. Older workers are ill less often than younger workers, but when they are ill the duration is longer (Silverstein, 2008). Training, practice and experience can enhance performance at older ages and can often result in older workers outperforming younger ones, despite the fact that age-related decline continues at the same rate as they do in workers with less experience and practice (Silverstein, 2008).

This study will make a difference between employees who work intramural at the organization and employees who work extramural. Intramural care is when care is given in establishments day and night. Extramural care is care given in the patients' own home. There is little to be found in the literature about the differences between employees who work intramural or extramural regarding organizational commitment. As mentioned before, employees are more likely to commit to things they come in contact with every day. Employees who work intramural do so in team shifts and are therefore expected to be more committed to their colleagues compared to the organization. In general, employees working extramural work do so alone. This could indicate that they have more job autonomy and are less committed to their colleagues.

3.4 Intention to turnover

In this study, intention to turn over is considered as the intention to leave the organization. Mano-Negrin and Kirschenbaum (1999) suggest that turnover reflects the effect of the balance between organizational benefits (pull factors) and a careeristic attitude to work (push factors). Turnover behavior may be counteracted by career aspiration if expectations for advancement kept them in organization, added to by fear of unemployment. To investigate ways to keep employees with the organization it is important to know what makes employees want to turnover. Meartz & Capion

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(2004) distinguish four reasons for quitting: Quitting because of insufficient attachment (impulsive quitting), quitting for an alternative job (comparison quitting), quitting with a definite advance plan (preplanned quitting), and quitting with a conditional plan (conditional quitting). Meartz (2001) describes eight categories of motivational forces that drive employees to quit. These categories are listed in table 1.
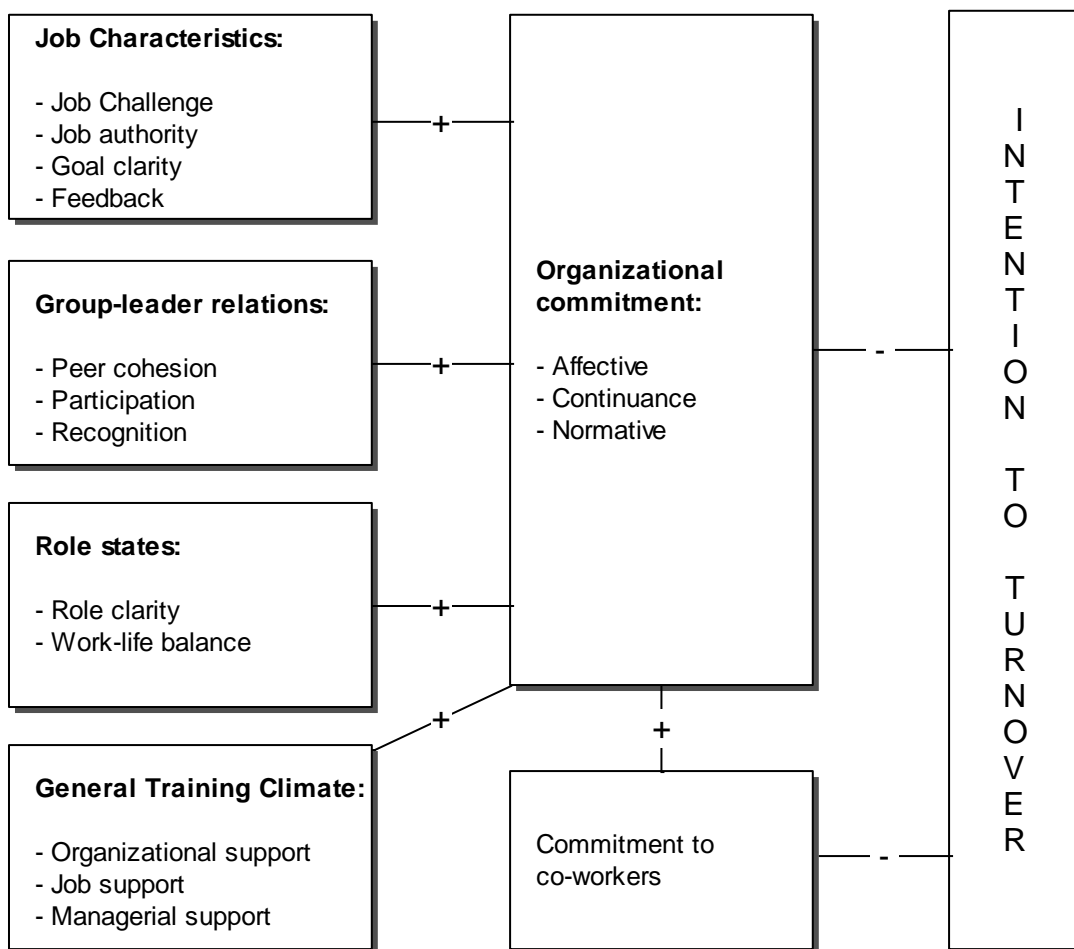
Table 1 The Eight Motivational Forces of Attachment and Withdrawal (Meartz & Campion,2004 ,p.570)

Type of force	Psychological Motive for Attachment and Withdrawal
Affective: Current affective response to an organization	A hedonistic approach-avoidance mechanism; an employee is more attached because membership currently provides enjoyment and positive emotions. Negative emotional responses to job or organizational membership cause a withdrawal response.
Contractual: Psychological contract obligations to an organization and violations of contract	A desire to fulfill perceived obligations in the current psychological contract through staying. Or conversely, the desire to dissolve a psychological contract or to respond to violations through quitting. This desire depends on an employee's holding a norm of reciprocity to some extent.
Constituent: Commitment to people or groups in an organizations	A desire to maintain, or conversely, to end, relationships with constituent(s) by staying or quitting. This desire can stem from a number of motive forces. The net force (for staying or leaving) may depend on relationships with one or many constituents, and it may change direction if the constituents themselves leave the organization.
Alternative: Perceived alternatives to a current job	An employee's self-efficacy beliefs regarding capability to obtain alternatives, combining the perceived certainty and quality of alternative options.
Calculative: Anticipated future satisfaction associated with continued organization membership	An evaluation of future value attainment possibilities associated with continued membership. High expectancy of value attainment or a positive calculation increases psychological attachment, while low expectancy or a negative calculation increases withdrawal tendency.
Normative: Pressures to stay or leave an organization derived from the expectations of others	A desire to meet perceived expectations of family members or friends outside the organization with respect to staying or quitting. These pressures may come from one or many parties, and the motivation to comply with these expectations varies.
Behavioral: Behavioral commitment to an organization	A desire to avoid the explicit and/or psychological costs of quitting. These costs are brought on largely by membership-related behaviors in the past or by company policies regarding the value of tenure. Perceived costs can range from zero to a very high level.
Moral: Moral/ethical values about quitting	A desire for consistency between behavior and values with regard to turnover. Internalized values lie somewhere on a continuum from "quitting is bad and persistence is a virtue" to "changing jobs regularly is positive; staying too long leads to stagnation."

Affective organizational commitment (affective), continuance organizational commitment (behavioral), normative organizational commitment (moral and contractual) and commitment to co-workers (constituent) are stated by Meartz (2001) as reasons why employees stay attached to the organization. Other factors could be the degree of job alternatives and pressure of ones surroundings. Meyer, et al. (2002) also states that organizational commitment is an important determent for intention to turn over. In this study the focus will be on how to improve organizational commitment, while the literature shows when organizational commitment of employees increases the intention to leave the organization deceases.

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4| Conceptual model

A conceptual model is conducted which shows the concepts that are mentioned in the literature about preventing staff shortage and can be influenced by the organization. Previous research found that organizational commitment is negatively related to intention to turn over (Fornes et al., 2008; Meyer et al., 2002; Meartz, 2000). The aim of this research is to find how the organization could improve the organizational commitment of its employees. The situation analysis shows that the organization is divided into different independent departments. Another point of interest is the fact that a large part of the organization's staff is above 45 years old. The literature indicates which factors are important to improve organizational commitment (affective organizational commitment in particular), but does this also apply for the employees of the Zorgboog?

Job Characteristics:

- Job Challenge
- Job authority
- Goal clarity
- Feedback

Group-leader relations:

- Peer cohesion
- Participation
- Recognition

Role states:

- Role clarity
- Work-life balance

General Training Climate:

- Organizational support
- Job support
- Managerial support

Organizational commitment:

- Affective
- Continuance
- Normative

Commitment to co-workers

INTENTION TO TURNOVER

This leads to the following question and subquestions:

1) *Which factors are of interest to improve organizational commitment for employees preventing them from leaving the Zorgboog?*

a) *Are there differences between the departments of the Zorgboog regarding these factors that are of interest to improve organizational commitment?*

b) *Are there differences between the different age groups within the Zorgboog regarding these factors that are of interest to improve organizational commitment?*

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5| Methods

In order to get valid and reliable answers to the central research question of this study, a decent research design and instrumentation is required. This section therefore describes how the research is carried out. First the design of the research will be described, followed by the construction of the questionnaire. Finally attention will be paid to the way the data is analyzed and the quality of the research design.

5.1 Design of research

This study will be a quantitative research by which goal is to clarify current situation within the organization with the intended result to give recommendations to improve organizational commitment. To answer the research questions, this study will make use of questionnaires, including questions related to the conceptual framework. As can be seen in the conceptual framework, and with regard to the independent factors, this research aimed to measure the relation of the antecedents with the organizational commitment of the employees.

In the questionnaire respondents were asked to rate organizational commitment and its antecedents, as stated in the conceptual framework. The results of the questionnaire allowed investigating whether the antecedents are correlated with organizational commitment, and whether significant differences between the different groups (age and department) could be distinguished.

Results were gathered by means of a self-administered questionnaire. This type of result gathering fits well with measuring a large amount of variables, prevents the respondents from given socially desirable answers, and ensures the respondents' anonymity (Baarda, De Goede & Kalmijn, 2000).

5.1.1 Data gathering

To collect data about the current situation at The Zorgboog a selection of employees was asked to fill in a questionnaire. An announcement was placed in the organization newsletter (The IZI) to inform the employees of the research, the research goal, and to state that the results the questionnaires would be treaded confidentially (appendix 3).

The employees of whom their e-mail address was known by the organization received a link to thesistools.com where they could fill out the questionnaire anonymously. The other employees received a printed copy of the questionnaire at their home. An envelope was supplied so that they could return the completed questionnaire for free and anonymously. The employees were be differentiated by age and the department they are working. The questionnaire is in Dutch because this is the language used within the organization. An explanation about the research and instructions on filling in the questionnaire were also included. The questionnaires were filled in independently and anonymously.

The questionnaires were composed of five-point Likert-type response scales. The respondent could indicate their agreement with a certain statement, ranging from "strongly disagree" to "strongly agree" or "very dissatisfied" to "very satisfied" or "never" to "always". The Likert-type response scales were adopted while these were also used in the original scales. Furthermore, the format makes it easier to judge the relevant strength of agreement with the statements of the respondents.

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Nominal scales were used for variable which are not measurable, like type to appointment, years working at the organization and gender. Age and function were open questions.

At the compiling of the questionnaire only existing scales were used. Some of the questions were in English and had to be translated into Dutch. The questions (and potential translations in Dutch) where presented to two employees working in another care home not related to the organization and to several employees of the Zorgboog of other departments in order to test whether the questions of the questionnaire were clearly understood and whether sentences need to rephrased or even removed while they were inapplicable.

In analyzing the survey results, differences between the perception of organization and employees, age, and departments will be taken into consideration. Literature uses different kinds of age stages for their research. Some studies make a difference between three stages: starters (age 20-34), middle aged workers (age 35-49,) and over-fifties (age 50 and beyond) (Van der Heijden, 2006; De Lange, Taris, Jansen, Smulders, Hourman & Kompier, 2006; Groot & Maassen van den Brink, 2000). Others use only two stages which are workers over-forties or over-fifties and workers that are not (Van der Heijden, Van der Heijde, De Lange & Demerouti, 2009; Boerlijst, et al., 1993; Armstrong-Stassen & Scholler, 2007). In this study, some age categories will not be important because obly the labor market will be considered. Therefore, this study distinguishes three stages: starters, middle-age workers and over fifties. Employees are divided in three age categories: starters (< 35 years), middle aged workers (35-50 years), and over-fifties (>50 Years). Because the time for this research is limited it is not possible to include all employees (approximately 2700). Therefore, a random sample will be taken. In this sample all the categories which have to be investigated have to be represented so they can be compared. Because of this reason, a sample of 600 employees will be investigated.

The population (1656 in July 2010) is divided in four groups (cross work, maternity, care homes, and nursing homes). The group cross work contains total of 410 employees, of which 86 are starters (< 35 years), 216 are middle-aged (35 – 50 years), and 108 are over fifty (> 50 years). The group maternity contains total of 115 employees, of which 37 are starters, 53 are middle-aged, and 25 over fifty. Care homes have a total of 649 employees, of which 196 are starters, 283 are middle-aged, and 170 are over fifty. The group nursing home has a total of 482 employees, of which 177 starters, 189 middle-aged, are 115 are over fifty. Because of the small amount in the group maternity, the whole group was given the questionnaire. In the other groups 40 % of the group was randomly selected.

The research population was taken at 40 % of the total population (with exception of maternity). 170 people were given the questionnaire by e-mail and the other 546 got one by post.

5.1.2 Description response group and non-response group
In total, 330 respondents returned a complete questionnaire. Questionnaires which were not filled in correctly (by 28 respondents) were often caused by forgetting to fill in boxes or they skipped a page. Two of these 28 people left the first part of the questionnaire on person and appointment open and therefore were left out of the analyses. This makes a total of 356 respondents (49.7%). Table 3 shows the respondents divided by age and departments. The table shows that the distribution between age groups within the departments stayed the same. This means the non-response is not age related. Therefor the results are better generalizable. Carehome has the lowest response. Only 31.1% returned their questionnaire. Employees of nursing homes returned the most questionnaires, with a response of 74.1%. Maternity has a response of 64.3% and crosswork a response of 51.2%. This

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could indicate the employees working in carehomes are less committed to the organization as the employees in the other departments investigated in the study.

The questionnaire by e-mail is filled in by 78 employees (45.9% response) and the questionnaire by post is filled in by 278 employees (50.9%). Of the respondents 8 are male (2.2%) and 348 are women (97.8%) which is conform to the actual situation at the organization.

Table 2 Response Divided by Age Groups and Department Groups Divided Between Intramural and Extramural Care

	Intramural care		Extramural care		Total
	Nursinghome	Carehome	Crosswork	Maternity	
Starters (< 35 years)	44 (31%)	17 (21%)	16 (19%)	24 (32%)	95 (27%)
Middle aged workers (35-50)	64 (45%)	39 (48%)	48 (57%)	36 (49%)	170 (48%)
Over-fifties (>50)	35 (24%)	25 (31%)	20 (24%)	14 (19%)	91 (25%)
Total	143 (100%)	81 (100%)	84 (100%)	74 (100%)	356 (100%)

Most respondents have a permanent contract (82.7%). The other respondents had a zero hours contract (10.8%), fixed term contract (4.8%) or a different contract (1.7%). When analyzing the respondents it appears that 44.2% work less than 20 hours a week, 41.1% work 20 to 30 hours a week and 14.7% work more than 30 hours a week.

5.2 Construction of questionnaire

To get a clear view at the present situation in the organization it is important to find out which kind of organizational commitment the employees have towards the organization. This is done through the survey of Allen and Meyer (1990). This survey also included questions about antecedents of affective commitment to discover which antecedents are points of attention. The questionnaire consists of 3 components. The first component contains questions about the personal background and appointment of the employees. The second component contains questions which tests the degree of organizational commitment of the employees. The last part consists of questions about antecedents of affective organizational commitment. The complete questionnaire is shown at appendix 1.

The internal consistency of the questionnaire scales is measured by means of Cronbach's Alpha. In general, an alpha under 0.60 indicates an insufficient internal consistency and an alpha above 0.80 indicates a good internal consistency (Nijman, 2004). Subsequently scales that do not meet the

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criterion of alpha 0.60 should be excluded. Although the scales of the questionnaires were adopted from or based on previous research that proved their reliability, internal consistency of all scales is computed. For scales of which the Cronbach's alpha appeared lower than .60, analyses indicated whether modification by means of deleting non-relating items would result in a higher internal consistency. Hereby construct validity is safeguarded.

Table 3 Subjects and Authors with its Items and original Cronbach's Alpha

subject	authors	#	α
Affective organizational commitment	Allen & Meyer (1990)	8	.87
Continuance organizational commitment	Allen & Meyer (1990)	8	.75
Normative organizational commitment	Allen & Meyer (1990)	8	.79
Job Autonomy	Nijman (2004)	4	.62
Feedback	Emans, Turusbekova, Broekhuis & Molleman (2004)	5	.86
Role clarity	De Jong & Janssen (2005)	6	.78
Satisfaction with communication	Torka (2007)	3	.76
Satisfaction with rewards and recognition	Kinnie, Hutchinson, Purcell, Rayton & Swart (2005)	4	.80
Goal Clarity	Gordon & Cummins (1979)	4	.90
Job challenge	Allen and Meyer	6	0.66
Affective commitment to coworkers	Torka (2003)	8	0.83
Normative commitment to coworkers	Torka (2003)	3	0.84
General Training Climate Scale	Tracey & Tews (2005)	15	
Organizational support		5	.90
Intention to turnover	Sanders & Roefs (2002)	4	.76

One question is removed from the questionnaire because the organization indicated that the question is not applicable to them and is not allowed into the questionnaire. 'There is a performance appraisal system that ties financial rewards to the use of newly acquired knowledge and skills'.

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5.2.1 Person and appointment

Respondents were asked their gender and age. There are also questions which covered the number of years of experience at the organization (less than 1 year, between 1 and 5 years, and more as 5 years), the department they are working in, how long they are working in this department (less than 1 year, between 1 and 5 years, and more as 5 years) function, kind of appointment (zero hours contract, permanent position, temporary appointment, or other), and hours of employment (less than 20 hours a week, between 20 and 30 hours a week, and more than 30 hours a week). These questions aimed to divide the respondents into the different groups. The questions about years of working experience at the organization are a control factor. It could be that in predicting the antecedents and the level of organizational commitment, age is not of importance but working experience is.

5.2.2 Organizational commitment

The organizational commitment scales of Meyer and Allen (1990) were used to measure affective organizational commitment, continuance organizational commitment, and normative commitment. The scale consists of 3 components each with eight questions about affective commitment, continuance commitment, and normative commitment, an example of an item is: 'I voel me emotioneel gehecht aan deze organisatie.' ('I feel a strong sense of belonging to my organization.'). Because the questionnaires will be given in Dutch, the translation by De Gilder, Van den Heuvel & Ellemers (1997) is used. For these measures a 5-point Likert scale ranging from 'strongly disagree' to 'strongly agree' is used.

5.2.3. Control variables

The scale of Sanders & Roefs (2002) is used to measure the intention to turn over. The scale holds four items, an example: 'Zodra ik de gelegenheid krijg om bij een ander bedrijf te gaan werken, grijp ik de kans.' ('As soon as I get the opportunity to work for another company, I will take the chance.'). This scale is added to see if organizational commitment is in this case also negative related to the intention to leave, like the literature states. Commitment to coworkers, both affective (eight items) and normative (three items), is measured with the scale of Torka (2003). An example of an item is: 'Ik voel me op mijn gemak als ik bij mijn directe collega's' ('I feel at home with my direct co-workers.'). This scale is added to the questionnaire while (Torka, 2003; Ellemers, et al., 1998) states that employees are likely to be more strongly committed towards less abstract foci such as work and co-workers than toward the organization.

5.2.4 Antecedents of affective commitment

This part of the questionnaire measured the antecedents of affective organizational commitment. The scale of Allen and Meyer (1990) is used to measure job challenge. The scale consists of six items, an example of an item is: 'Mijn werk is routine.' ('My work is routine.'). Job autonomy is measured with the scale of Nijman (2004) consisting of four items, an example: 'In het algemeen kan ik zelf bepalen hoe ik mijn werk uitvoer.' ('In general I can decide how I do my work.'). To measure feedback, this research used the scale of Emans, Turusbekova, Broekhuis & Molleman (2004). An example of an item is: 'Mijn leidinggevende laat me regelmatige weten hoe goed ik mijn werk uitvoer.' ('My supervisor lets me know regularly how well I execute my work.'). To measure role

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clarity, the scale of De Jong & Janssen (2005) is used. The scale consists of six items, an example is: 'Ik weet dat ik mijn tijd op de juiste wijze verdeel' ('I know that I divide my time properly.'). Managerial support, job support, and organizational support are measured with the General Training Climate Scale of Tracey & Tews (2005). For these measures a 5-point Likert scale ranging from "strongly disagree" to "strongly agree" is used.

To measure goal clarity the scale of Gordon & Cummins is used. For this measure, a 5-point Likert scale ranging from "never" to "always" is used. Satisfaction with rewards and recognition is measured with the scale of Kinnie, Hutchinson, Purcell, Rayton & Swart (2005). The scale consists of four items, an example is: 'Hoe tevreden bent u met uw salaris?' ('How satisfied are you with your pay?'). Satisfaction with communication is measured with three items from a scale by Torka (2007). For these measures, a 5-point Likert scale ranging from "very dissatisfied" to "very satisfied' is used. All scales, with their number of items and their original Cronbach's Alpha, are presented in table 3.

5.3 Data analysis

For analysis of the collected data SPSS will be used. First a description of the response is made to provide insight in the distribution of the age- and department groups by computing the means and standard deviations. To examine the direction and strength of the relationship between the variables, correlation analysis is used. Pearson's correlation coefficient is used to calculate the strength and direction of the relationship between variables. The value of Pearson's correlation is within -1 and +1. Significant ($p<.05$) results indicate that there is a proven relation between two variables. Conduct ANOVA provided insights into the significant differences between the different groups. In this case of significant differences between the age groups and departments a Tukey HSD test is used to get insight in which groups significant differ from each other.

5.4 Reliability and validity

This part addresses the way the research met reliability and validity standards. The research, the questionnaires and the conceptual framework were evaluated by the supervisors of the University of Twente and the Zorgboog to ensure validity.

The analysis of scientific literature which eventually led to the conceptual framework indicates that all variables need to be measured in the research. These variables are measured in the questionnaire which ensures the content validity.

The questionnaire scales are based on existing instruments and descriptions that proved to be reliable and valid (table 3) which enlarges the validity of the construct. Furthermore the validity of the construction of the questionnaire is safeguarded while the questions (and potential translations in Dutch) where presented to 2 employees working in another care home not related to the organization, and several employees of the Zorgboog from other departments.

The internal validity is ensured by using control variables like commitment to co-workers, but is also threatened by factors which the organization has no (direct) influence on, like personal characteristics and number of competitors. External validity is ensured due to the big response which is representative for the total population.

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6| Results

This chapter will present the results of this study. Paragraph 6.1 presents the means and standard deviations. The Cronbach's coefficient alpha used to test the internal consistency of all scales is presented in paragraph 6.2. The direction and strength of the relationship between the variables is presented in paragraph 6.3. Finally, the significant differences between the different age groups (paragraph 6.4), years working at the organization (paragraph 6.5), and departments (paragraph 6.6) are presented.

6.1. Means and standard deviations

Table 5 summarizes the means and standard deviations for the scales used in the survey. The exceptions are indicated in the table. When looking at the scales for organizational commitment the mean of affective commitment is high ($M = 3.20$) in comparison to continuance commitment ($M = 2.67$) en normative commitment ($M = 2.95$). The high means of the antecedents were role clarity ($M = 3.92$), work-life balance ($M = 3.91$) and commitment to coworkers ($M = 3.91$). Whereas intention to turn over ($M = 2.54$), satisfaction with recognition ($M = 2.91$) and organizational support ($M = 2.93$) scored relatively low. The high standard deviation of intention to turn over indicates that the respondents differ in their intention to turn over.

Table 4 Means and Standard Deviations for Variables Under Study (N= 351)

Variable	Mean*	SD
Affective commitment	3.20	.49
Continuance commitment	2.67	.55
Normative commitment	2.95	.50
Work-life balance	3.91	.64
Job autonomy	3.36	.70
Feedback	3.34	.63
Role clarity	3.92	.38
Commitment to coworkers	3.91	.43
Management support	3.63	.48
Job support	3.57	.47
Organizational support	2.93	.63
Intention to turn over	2.54	.76
Goal clarity	3.44^{1}	.58
Participation	3.19^{1}	.51
Satisfaction with information	3.60^{2}	.57
Satisfaction with recognition	2.91^{2}	.68

*5 point scale running from 1 = totally disagree to 5 = totally agree, with exception to:

[1] 5 point scale running from 1 = never to 5 = always

[2] 5 point scale running from 1 = very dissatisfied to 5 = very satisfied

6.2 Cronbach's Alpha

The Cronbach's coefficient alpha is used to test the internal consistency of all scales. This is the degree to which the items that make up the scale are all measuring the same underlying attribute. Nunnally (1978) recommends a minimum level of .7. Table 5 shows the number of items and Cronbach's alpha of all scales used in the questionnaire. The Cronbach's alpha of job challenge ($\alpha = .47$) too low. An alpha under 0.60 indicates an insufficient internal consistency (Nijman, 2004).

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Subsequently scales that do not meet the criterion of alpha 0.60 should be excluded. This scale is made by Allen and Meyer (1987) with an original Cronbach's alpha of .66 which already low. An explanation for the low alpha is the fact that in the research of Allen and Meyer (1987) the scale is used in another sector (manufacturing firms) where mostly men work. The research population in this study consists of almost entirely women. Another reason could be the translation of the sale into Dutch which made the internal consistency smaller. The Cronbach's alpha of the scale job challenge is too low to be used when analyzing the results. Therefore this scale is excluded from the results.

Other scale that have a low internal consistency are normative commitment to coworkers (α = .61) and participation (α = .66). When analyzing the results the scale commitment to coworkers (α = .83) will be analyzed as a whole and therefore the low alpha of normative commitment is not an issue in this study. Because the Cronbach's alpha of the scale participation is only a little below the minimum of .7 (namely .66), this scale stays included in this study.

Table 5 Items and Cronbach's Alpha of Variables Under Study (N= 350)

Subject	#	α
Affective commitment	8	.80
Continuance commitment	8	.71
Normative commitment	8	.77
Organizational commitment	24	.82
Job challenge	6	.47
Job autonomy	4	.80
Feedback	5	.81
Role clarity	6	.77
Affective commitment to coworkers	8	.83
Normative commitment to coworkers	3	.61
Commitment to coworkers	11	.83
Management support	5	.73
Job support	5	.73
Organizational support	4	.83
General Training Climate Scale	14	.85
Intention to turn over	4	.83
Goal clarity	4	.83
Participation	4	.66
Satisfaction with communication	3	.76
Satisfaction with rewards and recognition	4	.80

6.3 Correlation analysis

To examine the direction and strength of the relationship between the variables correlation analysis is used. The results of the correlation analysis are presented a correlation matrix (Table 6).

6.3.1 Affective commitment

Positive correlations of affective commitment were found for all antecedents, except for role clarity (r = .09): This one shows no significant correlation with affective commitment. Intention to turn over

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(r = -.58, p < .01) has the strongest correlation with affective commitment, but the relation is negative. This means when the intention to turn over increases, the affective commitment with the organization decreases. The other antecedents have a significant positive relation with affective commitment (work-life balance (r = .25, *p* < .01), job autonomy (r = .19, *p* < .01), commitment to coworkers (r = .19, *p* < .01), management support (r = .25, *p* < .01), job support (r = .32, *p* < .01), organizational support (r = .32, *p* < .01), goal clarity (r =.24, *p* < .01) , participation (r = .16, *p* < .01), satisfaction with information (r = .25, *p* < .01), satisfaction with recognition (r =.26, *p* < .01), and feedback (r= .11, *p* < .05)).

6.3.2 Age

There is a significant positive relation between age and affective commitment (r = .19, *p* < .01). When the age increases the affective commitment increases also. Although age is significant correlated with affective commitment, age is only significant correlated to one antecedent of affective commitment (work-life balance). Work-life balance (r = .16, *p* < .01) is significant positive related with age. This indicates that although age is significant correlated with affective commitment over age appears not to be important for the antecedents of affective commitment.

6.3.3 Years working at the organization

Looking at the correlation matrix years working at the organization is significant correlated to more antecedents, which could indicate years working at the organization are of bigger influence in this research as age. With exception to commitment to coworkers these relations are negative. Normative commitment (r = -.14, *p* < .01), feedback (r = -.16, *p* < .01), job support (r = -.11, *p* <.05) and organizational support (r = -.21, *p* < .01) are significant negative related with years working at the organization. There is a significant positive relation between years working at the organization and commitment to coworkers (r = .15, *p* < .01). The longer employees work at the organization they experience less feedback, job support, organizational support, and GTCS.

6.3.4 Noteworthy results

There are a couple other results that are noteworthy. Work life balance is significant negative related to continuance commitment (r= -.14, p < .01). This indicates that employees with a high work life balance stay with the organization because they want to and not because they have to while the costs of leaving are too high. Commitment to co-workers is positive related to affective commitment and not to the other forms of commitment. Commitment to co-workers is there for in this case also an antecedent for improving affective commitment to the organization and preventing employees from leaving the organization. Working hours are positive related to continuance commitment (r= .13, *p* < .05), feedback (r= .18, *p* < .01), and participation (r= .13, *p* < .05) and negative related to organizational support (r= -.11, *p* < .05). This means that the more hours employees work in a week, the more feedback and participation they experience, the more they are continuance committed they are to the organization, and the less organizational support they experience.

Role clarity is not significant related to affective commitment which is different from the literature. This indicates that in this case role clarity plays no part in improving affective commitment with the organization. Age is significant correlated with affective commitment. The factor years working at the organization is significant correlated to more antecedents in comparison to age, but is not significant correlated with affective commitment. This could indicate that, when trying to improve affective organizational commitment of the employees, years working at the organization should be taken

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more in consideration, in this case, as age. Therefore years working at the organization will also be taken into account when analyzing the differences between groups. The correlation between departments and the antecedents cannot be measured while department in no continuous variable.

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Table 6 Correlations for Variabels Under Study (N=350)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1. Age	-																				
2. Years working at organization	.37**	-																			
3. Workinghours	-.08	-.10	-																		
4. Affective commitment	.18**	-.01	-.03	-																	
5. Continuance commitment	.08	.09	.13*	.14**	-																
6. Normative commitment	-.00	-.14**	-.05	.61**	.18**	-															
7. Organizational commitment	.11*	-.02	.03	.78**	.63**	.80**	-														
8. Work-life balance	.15**	.05	-.07	.25**	-.14**	.08	.07	-													
9. Job autonomy	-.09	-.02	.04	.18**	.05	.16**	.17**	.24**	-												
10. Feedback	.02	-.16**	.18**	.11*	.03	.10	.11*	.08	.02	-											
11. Role clarity	.01	.03	-.06	.08	-.05	.09	.05	.23**	.17**	.20**	-										
12. Commitment to coworkers	-.05	.15**	.10	.19**	.02	.05	.12*	.07	.01	.34**	.19**	-									
13. Manage-ment support	.03	-.05	.08	.24**	.01	.26**	.23**	.19**	.16**	.40**	.34**	.23**	-								
14. Job support	.00	-.11*	-.04	.32**	-.01	.28**	.26**	.26**	.22**	.19**	.35**	.20**	.49**	-							
15. Organiza-tional support	-.06	-.21**	-.11*	.34**	.02	.36**	.32**	.20**	.22**	.23**	.27**	.11*	.44**	.53**	-						
16. GTCS	-.01	-.15**	-.03	.36**	.01	.37**	.33**	.28**	.25**	.34**	.39**	.22**	.79**	.83**	.82**	-					
17. Intention to turn over	-.10	.07	-.03	-.58**	.01	-.40**	-.43**	-.23**	-.15**	-.20**	-.13*	-.24**	-.21**	-.25**	-.27**	-.30**	-				
18. Goal clarity	.02	-.04	-.06	.24**	.04	.16**	.20**	.23**	.16**	.18**	.31**	.08	.38**	.49**	.44**	.54**	-.09	-			
19. Participation	-.02	.04	.13*	.16**	.05	.04	.11*	.12*	.31**	.32**	.16**	.22**	.29**	.18**	.14**	.25**	-.18**	.21**	-		
20. Satisfaction with information	-.06	-.03	-.08	.25**	-.03	.14**	.16**	.28**	.28**	.21**	.38**	.13*	.30**	.37**	.40**	.44**	-.17**	.38**	.21**	-	
21. Satisfaction with recognition	.04	-.06	-.07	.28**	-.02	.17**	.19**	.22**	.13*	.15**	.10	.05	.22**	.25**	.35**	.34**	-.31**	.24**	.20**	.27**	-

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

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6.4 Differences between age groups

One way ANOVA's are conducted to investigate the differences between the age group (starters: < 35 years; middle aged workers: 35 – 50 years; over-fifties: > 50 years). For the differences between groups to be big enough to be generalizable for the research population as a whole the significance rate must be below .05. Table 7 shows the means of the variables divided by age and if these differences in means are significant. These differences will be worked out further in this paper.

Table 7 Means and significance of the dimensions of organizational commitment and antecedents of affective commitment, divided by age

Variable	F	Means		
		< 35 (N=88)	35 – 50 (N=160)	> 50 (N=83)
Affective commitment*	7.21	3.09	3.17	3.35
Continuance commitment	2.82	2.69	2.60	2.77
Normative commitment	.15	2.94	2.94	2.97
Work-life balance*	4.99	3.81	3.87	4.08
Job autonomy	1.05	3.44	3.35	3.29
Feedback	.06	3.34	3.34	3.36
Role clarity	.42	3.93	3.90	3.94
Commitment to coworkers	.64	3.95	3.90	3.88
Management support	.85	3.61	3.62	3.69
Job support	.41	3.56	3.56	3.61
Organizational support	1.02	3.00	2.89	2.95
Intention to leave*	3.73	2.58	2.61	2.35
Goal clarity	.68	3.39	3.44	3.49
Participation	.60	3.20	3.21	3.14
Satisfaction with information	1.17	3.67	3.57	3.57
Satisfaction with recognition	.75	2.90	2.88	2.98

* Significant differences between age groups at the 0.05 level

6.4.1 Organizational commitment

A one-way between-groups analysis of variance is conducted to explore whether there are significant differences between the age groups on levels of **affective commitment**, as measured in the survey. Subjects are divided into three groups according to their age (starters: younger than 35 years; middle aged workers: 35-50 years; over-fifties: above 50 years). There is a statistically significant main effect for age, F (2, 337) =5.65, p=.00; however, the effect size is small (partial eta squared =.03). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the over-fifties age group (M = 3.34, SD = .47) is significantly different from the group starters (M = 3.09, SD = .45) and the group middle aged workers (M = 3.17, SD = .51). The groups starters and middle aged workers do not differ significantly from one another. There are no significant differences found for age on the levels of **continuance commitment** and **normative commitment**. This means the results prove that employees above 50 years old are in general more affective committed to the organization as the other two groups although the differences between the means of the groups are small. This corresponds with the

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literature which says that affective commitment increases with the ageing of the employee (Allen & Meyer, 1993)

6.4.2 Antecedents

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between the age groups on the level of **work-life balance**, as measured in the survey. There is a statistically significant difference at the $p < .05$ level in the scores for the three age groups: F (2, 352) = 5.0, $p = .01$. Despite reaching statistical significance, the actual difference in mean scores between the groups is quite small. The effect size, calculated using eta squared, is .03. Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the group over-fifty (M = 4.08, p = .59) is significantly different from the group starters (M = 3.81, p = .63) and the group middle aged workers (M = 3.87, p = .66). The groups starters and middle aged workers do not differ significantly from each other. This means employees over 50 years old in general have more balance between their work and their social life as the other two groups do.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between the age groups on the level of the antecedents of affective commitment (not mentioned above), as measured in the survey, show no statistically significant differences at the $p < .05$ level in the scores for the three age groups. This means age is not significant of influence on these antecedents.

6.4.3 Intention to leave

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between the age groups on the **intention to leave**, as measured in the survey. There is a statistically significant difference at the p < .05 level in the scores for the three age groups: F (2, 352) = 3.7, p = .03. Despite reaching statistical significance, the actual difference in mean scores between the groups is quite small. The effect size, calculated using eta squared, is .02. Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the group middle aged workers (M = 2.61, SD = .75) is significantly different from the group over-fifties (M = 2.35, p = .71). The group starters (M = 2.58, p = .81) does not differ significantly from either the group middle aged workers or over-fifties. Middle aged workers intent to leave the organization significantly more as the employees over fifties do. However the mean of the middle aged workers is with 2.61 (scale 1 to 5) also low. The differences within the groups are high which makes it more difficult to generalize the results for the whole organization. This means that age is probably not the only factor which is of influence on the intention to leave.

6.4.3. Conclusion

The group over fifty is significant more affective committed to the organization and have significant more work-life balance as the other two groups (< 35 and 35-50).The group over fifty is also significant less intended to leave the organization as the age group middle aged workers. This corresponds with the results of the theoretical framework that affective organizational commitment is negative related with the intention to leave the organization. For all other antecedents, there are no significant differences between the age groups.

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6.5 Differences between years working at the organization

The subjects are divided into three groups according to the number of years they are working at the organization (group 1: < 1 years; group 2: 1 - 5 years; group 3: > 5 years). Due to the relatively small amount of subjects in group 1 (19 respondents) in comparison to group 2 (65 respondents) and group 3 (272 respondents) the differences with the other groups will be bigger for it to significant. A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between years working at the organization on the variables. Table 8 shows the means of the variables divided by years working at the organization and if these differences in means are significant. These differences will be worked out further in this paper.

Table 8 Means and significance of the dimensions of organizational commitment and antecedents of affective commitment, divided by years working at the organization

Variable	F	Means		
		< 1 years (N=19)	1 – 5 years (N=65)	> 5 years (N=272)
Affective commitment	.4	3.27	3.16	3.20
Continuance commitment*	2.8	2.65	2.53	2.70
Normative commitment	3.6	3.16	3.03	2.91
Work-life balance	.6	3.84	3.84	3.93
Job autonomy	.1	3.43	3.35	3.35
Feedback *	4.5	3.65	3.47	3.30
Role clarity	1.2	3.96	3.85	3.93
Commitment to coworkers*	4.3	3.77	3.79	3.94
Management support	.8	3.77	3.62	3.62
Job support	2.5	3.79	3.60	3.55
Organizational support*	8.2	3.38	3.08	2.87
Intention to leave	1.5	2.25	2.55	2.56
Goal clarity	.6	3.45	3.52	3.42
Participation	2.1	3.28	3.07	3.21
Satisfaction with information	.4	3.58	3.65	3.58
Satisfaction with recognition	.7	3.07	2.95	2.89

* Significant differences between years working at the organization at the 0.05 level

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between years working at the organization on levels of **continuance commitment**, as measured in the survey. There is a statistically significant main effect for years working at the organization, F (2, 342) = 2.82, p = .06; however, the effect size is small (partial eta squared = .02). Post-hoc comparisons using the Tukey HSD test indicated that the mean score for group 3(M = 2.70, SD = .54) is significantly different from group 2 (M = 2.53, SD = .55). Group 1 (M = 2.65, SD = .59) do not differ significantly from either of the other groups.

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A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between years working at the organization on levels of **feedback**, as measured in the survey. There is a statistically significant main effect for years working at the organization, F (2, 347) = 3.51, p = .03; however, the effect size is small (partial eta squared = .02). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for group 3(M = 3.29, SD = .64) is significantly different from group 1 (M = 3.65, SD = .54). Group 2 (M = 3.47, SD = .56) do not differ significantly from either of the other groups.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between years working at the organization on levels of **commitment to coworkers**, as measured in the survey. There is a statistically significant main effect for years working at the organization, F (2, 344) = 6.29, p = .00; however, the effect size is small (partial eta squared = .04). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for group 3(M = 3.94, SD = .42) is significantly different from group 2 (M = 3.79, SD = .41). Group 1 (M = 3.77, SD = .63) do not differ significantly from either of the other groups.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between years working at the organization on levels of **organizational support**, as measured in the survey. There is a statistically significant main effect for years working at the organization, F (2, 343) = 3.90, p = .02; however, the effect size is small (partial eta squared = .02). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for group 3(M = 2.87, SD = .64) is significantly different from group 1(M = 3.38, SD = .49) and group 2 (M = 3.08, SD = .55).

6.5.1 Conclusion

Employees working more than five years for the organization are significant more committed to their co-workers as employees who work between one and five years for the organization. Employees working more than five years for the organization are significant more continuance committed to the organization as employees who work between one and five years for the organization. This correspondent with the literature (Allen & Meyer, 1991) while employees who work longer for an organization, have built up more things within the organization and the community, and there for have more to lose by leaving. Employees working more than five years for the organization experience significant less feedback as employees who work less than one year for the organization. Employees working more than five years for the organization experience significant less organizational support as employees who work less than one year for the organization, and employees who work between one and five years for the organization. The Zorgboog should pay more attention to these aspects while; training, practice and experience can enhance performance at older ages (who often work a long time at the organization) and can often result in older workers outperforming younger ones, despite the fact that age-related decline continues at the same rate as they do in workers with less experience and practice (Silverstein, 2008).

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6.6 Differences between departments

This part will discuss the significant differences between employees who work intramural and those who work extramural (subparagraph 6.6.1).Subparagraph 6.6.2 will discuss the significant differences between the departments to be able to draw more specific conclusions.

6.6.1 Intramural and extramural

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between intramural and extramural care on the levels of the variables. Table 9 shows the means of the variables divided by intramural and extramural care and if these differences in means are significant. These differences will be worked out further.

Table 9 Means and significance of the dimensions of organizational commitment and antecedents of affective commitment, divided by intramural and extramural care

Variable	F	Means	
		Intramural (N=196)	Extramural (N=134)
Affective commitment	1.31	3.16	3.22
Continuance commitment	4.84	2.71	2.65
Normative commitment	.70	2.92	2.99
Work-life balance	.41	3.88	3.94
Job autonomy*	12.09	3.23	3.58
Feedback	2.71	3.41	3.28
Role clarity	2.74	3.89	3.96
Commitment to coworkers*	4.93	3.97	3.82
Management support	1.77	3.60	3.69
Job support	2.23	3.54	3.63
Organizational support	1.49	2.89	3.01
Intention to leave	.42	2.53	2.55
Goal clarity*	7.73	3.36	3.59
Participation	2.00	3.23	3.13
Satisfaction with information*	4.89	3.54	3.70
Satisfaction with recognition	.97	2.95	2.86

* Significant differences between departments at the 0.05 level

A one-way between-groups analysis of variance is conducted to explore whether there are significant differences between working extramural or intramural on the levels of **job autonomy**, as measured in the survey. There is a statistically significant main effect for working extramural or intramural, F (2, 344) = 11.08, p = .00 and the effect size is medium (partial eta squared = .06). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the group extramural (M = 3.58, p = .70) is significantly

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different from the group intramural (M = 3.23, p = .67) and the group working both extramural and intramural (M = 3.11, p = .69).

A one-way between-groups analysis of variance is conducted to explore whether there are significant differences between working extramural or intramural on the levels of **commitment to coworkers**, as measured in the survey. There is a statistically significant main effect for working extramural or intramural, F (2, 343) = 4.71, p = .01; however, the effect size is small (partial eta squared = .03). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the group extramural (M = 3.82, SD = .45) is significantly different from the group intramural (M = 3.97, SD = .42).

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between working extramural or intramural on the levels of **goal clarity**, as measured in the survey. There is a statistically significant main effect for working extramural or intramural, F (2, 343) = 7.58, p = .00; however, the effect size is small (partial eta squared = .04). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the group extramural (M = 3.59, SD = .55) is significantly different from the group intramural (M = 3.36, SD = .58) and working both extramural and intramural (M = 3.25, SD = .65).

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between working extramural or intramural on the levels of **satisfaction with information**, as measured in the survey. There is a statistically significant main effect for working extramural or intramural, F (2, 343) = 4.65, p = .01; however, the effect size is small (partial eta squared = .03). Post-hoc comparisons using the Tukey HSD test indicates that the mean score for the group extramural (M = 3.70, SD = .57) is significantly different from the group intramural (M = 3.54, SD = .54). This means employees working extramural are significant more satisfied with the information there are getting in comparison to employees working intramural.

Employees working extramural experience significant more job autonomy, role clarity, goal clarity, and are significant more satisfied with the information they get from the organization as employees who work intramural. Employees working extramural are significant less committed to their co-workers as employees who work intramural. To really draw conclusions from these results in greater detail there will be looked at differences between the departments

6.6.2 Departments
A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between the different departments on the levels of the variables. Table 10 shows the means of the variables divided by departments and if these differences in means are significant. These differences will be worked out further.

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Table 10 Means and significance of the dimensions of organizational commitment and antecedents of affective commitment, divided by department

Variable	F	Means			
		Carehome (N=66)	Nursinghome (N=125)	Maternity (N=72)	Crosswork (N=65)
Affective commitment	.63	3.20	3.15	3.26	3.18
Continuance commitment	4.71	2.79	2.69	2.75	2.55
Normative commitment	1.82	2.92	2.92	3.08	2.89
Work-life balance	.24	3.88	3.87	3.96	3.92
Job autonomy*	15.01	3.08	3.29	3.87	3.26
Feedback	2.05	3.39	3.40	3.17	3.42
Role clarity*	6.69	3.80	3.94	4.08	3.84
Commitment to coworkers*	3.41	4.05	3.94	3.82	3.83
Management support	1.92	3.58	3.62	3.76	3.62
Job support*	3.93	3.44	3.60	3.73	3.53
Organizational support	1.74	2.80	2.93	3.08	2.93
Intention to leave	.53	2.61	2.48	2.58	2.51
Goal clarity*	7.86	3.22	3.43	3.73	3.42
Participation	1.23	3.23	3.25	3.13	3.12
Satisfaction with information*	10.79	3.39	3.63	3.91	3.48
Satisfaction with recognition	1.20	2.86	3.01	2.84	2.90

* Significant differences between departments at the 0.05 level

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between departments on levels of **job autonomy**, as measured in this study. There is a statistically significant main effect for department, $F (4, 338) = 13.70$, $p = .00$; the effect size is large (partial eta squared = .14). Post-hoc comparisons using the Tukey HSD test indicates that the mean score of the group maternity ($M = 3.87$, $SD = .55$) is significantly different from the other groups carehome ($M = 3.08$, $SD = .63$), nursinghome ($M = 3.29$, $SD = .67$) and crosswork ($M = 3.26$, $SD = .71$).

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between departments on levels of **role clarity**, as measured in this study. There is a statistically significant main effect for department, $F (4, 338) = 6.13$, $p = .00$; the effect size is medium (partial eta squared = .07). Post-hoc comparisons using the Tukey HSD test indicates that the mean score of the group maternity ($M = 4.08$, $SD = .35$) is significantly different from the groups carehome ($M = 3.80$, $SD = .34$) and crosswork ($M = 3.84$, $SD = .35$). The group nursinghome ($M = 3.94$, $SD = .39$) does not differ significantly from the other groups.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between departments on levels of **commitment to coworkers**, as measured in this study. There is a statistically significant main effect for department, $F (4, 337) = 2.87$, $p = .02$; however, the

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effect size is small (partial eta squared = .03). Post-hoc comparisons using the Tukey HSD test indicates that the mean score of the group carehome (M = 4.05, SD = .41) is significantly different from the group maternity (M = 3.82, SD = .45) and the group crosswork (M = 3.83, SD = .46). The group nursinghome (M = 3.94, SD = .42) does not differ significantly from the other groups.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between departments on the levels of **job support**, as measured in this study. There is a statistically significant main effect for department, F (4, 337) = 3.93, p = .01; however, the effect size is small (partial eta squared = .04). Post-hoc comparisons using the Tukey HSD test indicates that the mean score of the group maternity (M = 3.73, SD = .48) is significantly different from the group carehome (M = 3.44, SD = .47). The groups nursinghome (M = 3.60, SD = .45) and crosswork (M = 3.53, SD = .46) do not differ significantly from the other groups.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between departments on the levels of **goal clarity**, as measured in this study. There is a statistically significant main effect for department, F (4, 337) = 7.67, p = .00; however, the effect size is small (partial eta squared = .01). Post-hoc comparisons using the Tukey HSD test indicates that the mean score of the group maternity (M = 3.73, SD = .58) is significantly different from the group carehome (M = 3.22, SD = .62). The groups nursinghome (M = 3.43, SD = .53) and crosswork (M = 3.42, SD = .47) do not differ significantly from the other groups.

A one-way between-groups analysis of variance is conducted to explore whether there are significant difference between departments on the levels of **satisfaction with information**, as measured in this study. There is a statistically significant main effect for department, F (4, 337) = 8.46, p = .00; the effect size is large (partial eta squared = 0.9). Post-hoc comparisons using the Tukey HSD test indicates that the mean score of the group maternity (M = 3.91, SD = .46) is significantly different from the group carehome (M = 3.39, SD = .61), nursinghome (M = 3.63, SD = .48) and crosswork (M = 3.48, SD = .60). The group nursinghome (M = 3.63, SD = .48) is also significantly different from the group carehome (M = 3.39, SD = .61).

6.6.3 Conclusion

Employees working extramural experience significant more job autonomy, role clarity, goal clarity, and are significant more satisfied with the information they get from the organization as employees who work intramural. Employees working extramural are significant less committed to their co-workers as employees who work intramural. When looking more closely, the group maternity is mainly responsible for these differences and pollutes the results. This group experiences significant more job autonomy in comparison to the other three groups, significant more goal clarity as the group carehome, significant more role clarity as the group carehome and crosswork, and is significant more satisfied they are getting from the organization in comparison the other three groups. The group nursinghome is also significant more satisfied with the information they are getting as the group carehome. The group maternity appear to get a better provision of information which leads to them knowing what are the goals and ideas of the organization, and what is expected from them. The organization should look where it is that

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the information expires at the maternity care so this could also be applied at the other departments and improve to provision of information.

The groups carehome is significant more committed to their co-workers in comparison to the groups working extramural (crosswork, and maternity). This can be easily explained while employees who work in a carehome work in teams and employees active in crosswork or maternity work alone.

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7|Conclusion, discussion and recommendations

In this chapter the conclusions are drawn from the results of the study. Conclusion and discussion are presented in paragraph 7.1. Limitations of the study are discussed in paragraph 7.2. Finally, in 7.3 implications are presented.

7.1 Conclusion and discussion

The increase of demand due to population aging, the lack of new employees, and the increasing age of the present employees could lead to staff shortage in the near future. The largest group of employees at the Zorgboog (985 of 2737 employees, July 2010) is between 45 and 54 years old, and is expected to retire in the near future. The organization needs to retain its current employees and attract new employees. The literature shows that by improving the organizational commitment of the employees the intention to leave the organization decreases (Meyer, et al., 2002; Fornes, et al., 2008; Mathieu & Zajac, 1990). The aim in this study is how the Zorgboog could improve the affective organizational commitment of its employees to prevent them from leaving the organization. The conceptual model shows antecedents that, according to the theoretical framework, are important to improve organizational commitment. These are only factors which could be influenced by the organization. The various factors are investigated whether they correlated with the affective organizational commitment of employees. There is also looked if there are significant differences within these factors between the different departments of the Zorgboog, and for the different age groups (<35, 35-50, >50).

The correlation analysis shows that all antecedents, mentioned in the conceptual model, correlate significant with affective organizational commitment with exception to role clarity. This indicates that, in this case, role clarity is not of influence to improve organizational commitment of employees, which contradicts the theory of Allen & Meyer (1990). Work life balance is significant negative related to continuance commitment and positive correlated to affective commitment. This indicates employees who have a high work-life balance want to stay at the organization not because of the costs they could have be leaving, but because they are affective attached to the organization. Commitment to co-workers is positive related to affective commitment and not to the other forms of commitment which makes commitment to co-workers, in this case, an antecedent of affective commitment with the organization. The more hours employees work in a week for the organization, the more feedback and participation they experience, the more they are continuance committed they are to the organization, and the less organizational support they experience.

7.1.1 Age and years working at the organization

Age is significant correlated with affective commitment. The factor years working at the organization is significant correlated to more antecedents in comparison to age, but is not significant correlated with affective commitment. This could indicate that, when trying to improve affective organizational commitment of the employees, years working at the organization should be taken more in consideration, in this case, as age. The only antecedent age is correlated with is work-life balance. The group above 50 is significant more affective committed in comparison to the other two groups. There are more significant differences between the different groups of Years working at the organization, as there between the age groups.

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Employees working more than five years for the organization are significant more committed to their co-workers as employees who work between one and five years for the organization. Employees working more than five years for the organization are significant more continuance committed to the organization as employees who work between one and five years for the organization. This correspondent with the literature (Allen & Meyer, 1991) while employees who work longer for an organization, have built up more things within the organization and the community, and thus have more to lose by leaving. The research shows that employees who work more than five years for the organization, experience significant less organizational support and feedback in comparison to the other employees. The Zorgboog could pay more attention to continues development of employees and giving feedback when employees apply what they have learned in practice. Organizational support corresponds to policies, procedures, and practices that demonstrate the importance of training and development efforts, such as reward systems, resources to acquire and apply learned skills and feedback. Tracey & Tews (2005) state that, it is unlikely that individuals will utilize new knowledge gained from any type of development activity if the organization's performance evaluation procedures do not account for the use of the newly acquired knowledge. Moreover, even if individuals are held accountable, it is unlikely they will demonstrate their new knowledge over time without appropriate incentives. Subsequent preparation for future development activities is contingent upon the alignment between training activities, performance management procedures, and incentive programs (Tracey & Tews, 2005, 358-359).

7.1.2 Department

Employees working extramural experience significant more job autonomy, role clarity, goal clarity, and are significant more satisfied with the information they get from the organization as employees who work intramural. Employees working extramural are significant less committed to their co-workers as employees who work in carehomes. This can be easily explained while employees who work intramural work in teams and employees who work extramural work alone. The correlation analysis shows commitment to co-workers. The group maternity is mainly responsible for these differences and pollutes the results between intramural and extramural care. This group experiences significant more job autonomy in comparison to the other three groups, significant more goal clarity as the group carehome, significant more role clarity as the group carehome and crosswork, and is significant more satisfied they are getting from the organization in comparison the other three groups. An explanation for these differences could be that employees who work in maternity have next to care tasks also the task to teach newly parents who to take care of their baby. Furthermore, they change more frequently of working environment which makes the labor more dynamic. The group maternity appear to get a better provision of information which leads to them knowing what are the goals and ideas of the organization, and what is expected from them. The organization should look where it is that the information supply at the maternity care is better so this could also be applied at the other departments and improve to provision of information.

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7.2 Limitations of the research

In this subparagraph the methodological weaknesses of study will be discussed. The questionnaire had a high number of questions and therefore it may be possible that people have completed the last part, with questions about the antecedents of organizational commitment, of the questionnaire unfocused. Another issue is this study only used a written questionnaire for collecting data. The data of all variables are therefore from the same person. This effect is known as the mono method bias (Shadish, Cook and Campbell, 2002). Future research should take this into account and apply multiple methods of data collection to collect data. An example could be: taking interviews with different people from the different groups.

The Cornbach alpha of the scale job challenge (.47) is too low and had to be deleted form the research. A reason could be the translation of the scale into Dutch which made the internal consistency smaller, although the original Cornbach alpha (.66) was already low. This could have been prevented had be taken a (bigger) pilot within the research population.

Another limitation concerns the representativeness and generalizability of this study. Since the questionnaire is released in only one organization this research could be characterized as a case study. Thus the results are not directly generalizable to other organizations.

The categories for years working at the organization appeared to be too small while the group more than five years working for the organization is too big in comparison the other two groups (< 1, 1-5). A lot of employees work more than ten years for the organizations. Further research should make, when measuring years working at the organization, a different scale distribution.

Maternity pollutes the results in comparing working intramural or extramural, while this group is responsible for all the significant differences between working intramural and extramural. Further research must be done to investigate why maternity scores better in comparison to the other three departments. An explanation could be the different and more dynamic work environment.

7.3 Implications

The department within the organization that focuses on recruitment of, management of, and providing direction for the people who work in the organizations is the HRM department. This should be the department to address the problems which emerged in this research. The HRM department could take action to improve affective organizational commitment. The best practice approach identifies a set of HR practices that is associated with improved performance in all types of organization and for all types of employees (Pfeffer, 1994; 1998).The best fit approach argues that performance is maximized when the adopted HR policies are consistent with the business strategy (Kinnie, et al., 2005). A best fit approach or a best practice approach will not be a good solution for this problem. Both approaches assume that HR policies will be implemented as intended and have the same effect on the organization's employees. The fact that the Zorgboog has different departments, employees working at different levels (for instance team leaders and helping) and the different age of the employees has to be taken into account. Kinnie, et al. (2005) has researched the links between employees' satisfaction with HR practices and commitment to the organization, and has found differences between different working

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levels (professionals, line managers and workers). They found significant evidence that satisfaction with rewards and recognition, communication, openness, and work-life balance are important for explaining commitment of workers. Professionals also want performance appraisal and involvement. Management wants to be satisfied with their career opportunities, rewards and recognition, involvement communication and work-life balance.

The largest part of the employees of the Zorboog is between the age of 45 and 54. The organization to preserve this group for the organization as long as possible while, the workforce is narrow and the demand for care is increasing. According to Peterson and Spiker (2005), it is imperative that organizations offer various incentives to attract and retain older workers, such as:

- Flexibility in HR policies: policies, procedures and systems should be created which – also- fulfill the unique needs of older workers, such as training opportunities, mentoring, phased retirement, flexible scheduling etc.

- Attitude change: as more organizations challenge the negative stereotypes surrounding older workers and create new positive images, older workers will begin to flourish and thrive.

- Knowledge transfer programs: these refer to programs that help define, capture, manage, disseminate and measure valuable organizational knowledge information in order to prevent that this knowledge will disappear when older workers leave an organization.

Age is a strong indicator for affective organizational commitment. It is important to maintain employees of all ages. The HRM department should have to anticipate on this knowledge because of the growing demand of care and the threat of staff shortage. Age-aware policy is a HR-policy which takes into account employees in all age-stages and/or life-stages.

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Appendix 1: Questionnaire

Vragenlijst boeien en binden van werknemers van alle leeftijden

Introductie

U gaat zo direct de vragenlijst ´boeien en binden van werknemers van alle leeftijden´ invullen. Deze vragenlijst bestaat uit drie onderdelen: 1. Persoon en aanstelling, 2.Betrokkenheid met de organisatie en 3. Boeien en binden (bedrijfsprocessen). Het invullen van de vragenlijst duurt circa 20 minuten.

Bij het invullen is het volgende van belang:

- Er zijn geen goede of foute antwoorden. Het gaat om uw mening en ervaringen.
- De gegevens die u verstrekt worden volledig anoniem verwerkt.
- Bij alle vragen kunt u maar één antwoord geven. Dit doet u door een vakje aan te kruisen.
- Het is voor het onderzoek van belang dat u alle vragen invult.

Deel 1. Persoon en aanstelling

In dit gedeelte worden enkele vragen gesteld over uzelf en over uw dienstverband.

Persoon

	man	vrouw
Wat is uw geslacht?	☐	☐

	Vul hier uw antwoord in:
Wat is uw leeftijd?	

Dienstverband

	Korter dan 1 jaar	1 tot 5 jaar	Langer dan 5 jaar
Hoe lang bent u al werkzaam bij deze organisatie?	☐	☐	☐

	Vul hier uw antwoord in:
In welke afdeling van de organisatie bent u werkzaam?	

	Korter dan 1 jaar	1 tot 5 jaar	Langer dan 5 jaar
Hoe lang bent u al werkzaam op deze afdeling?	☐	☐	☐

	Vul hier uw antwoord in:
Wat is uw huidige functie binnen deze organisatie?	

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	Een oproepcontract of een nulurencontract	Een contract voor onbepaalde tijd (vaste aanstelling)	Een contract voor bepaalde tijd (tijdelijke aanstelling)	Anders
Wat voor aanstelling heeft u?	☐	☐	☐	☐

	minder dan 20 uur per week	20 tot 30 uur per week	meer dan 30 uur per week
Wat is de omvang van uw huidige dienstverband?	☐	☐	☐

Woon- werk balans

In hoeverre bent u het eens met onderstaande stellingen? Er wordt steeds één stelling genoemd. U moet telkens één antwoord kiezen. Bij elke vraag kunt u kiezen uit één van de volgende mogelijkheden:
- helemaal oneens
- oneens
- neutraal
- eens
- helemaal eens

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Ik kan mijn werk goed combineren met mijn zorgtaken thuis.	☐	☐	☐	☐	☐
Wanneer ik problemen mocht krijgen wegens privéomstandigheden biedt de organisatie mij voldoende mogelijkheid om mijn takenpakket (tijdelijk) aan te passen.	☐	☐	☐	☐	☐

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Deel 2. Betrokkenheid met de organisatie

Dit gedeelte bevat enkele stellingen aan de hand waarvan een beeld van uw betrokkenheid bij de organisatie wordt verkregen.

	Helemaal oneens	oneens	neutraal	eens	Helemaal eens
Ik ervaar problemen van deze organisatie als mijn eigen problemen.	☐	☐	☐	☐	☐
Het zou voor mij op dit moment moeilijk zijn om weg te gaan bij deze organisatie, ook al zou ik dat willen.	☐	☐	☐	☐	☐
Ik ben opgegroeid met de gedachte dat het waardevol is om loyaal te blijven aan een organisatie.	☐	☐	☐	☐	☐
Ik voel me emotioneel gehecht aan deze organisatie.	☐	☐	☐	☐	☐
Ik heb het gevoel dat ik te weinig alternatieven heb om nu ontslag te nemen.	☐	☐	☐	☐	☐
Het is onbehoorlijk om van de ene organisatie naar de andere over te stappen.	☐	☐	☐	☐	☐
Deze organisatie betekent veel voor mij.	☐	☐	☐	☐	☐
Als ik ontslag neem wordt het moeilijk om een andere baan te vinden.	☐	☐	☐	☐	☐
Het zou een goede zaak zijn als werknemers het grootste deel van hun loopbaan bij een organisatie zouden blijven.	☐	☐	☐	☐	☐
Ik voel me thuis in deze organisatie.	☐	☐	☐	☐	☐
Er zou teveel in mijn leven verstoord worden als ik nu ontslag zou nemen.	☐	☐	☐	☐	☐
Ik vind dat iemand loyaal zou moeten zijn ten opzichte van zijn of haar organisatie.	☐	☐	☐	☐	☐

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	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Ik voel me als 'een deel van de familie' in deze organisatie.	☐	☐	☐	☐	☐
Ik ben bang voor wat er zou kunnen gebeuren als ik mijn baan opzeg, zonder meteen een nieuwe baan te hebben.	☐	☐	☐	☐	☐
Eén van de belangrijkste redenen waarom ik bij deze organisatie blijf, is dat ik loyaliteit belangrijk vind.	☐	☐	☐	☐	☐
Ik vind het leuk om over deze organisatie te praten met mensen van buiten deze organisatie.	☐	☐	☐	☐	☐
Ik blijf bij deze organisatie werken omdat dit om bepaalde redenen noodzakelijk is; niet omdat ik dit zo graag wil.	☐	☐	☐	☐	☐
Als ik een aanbod voor een andere baan zou krijgen, zou ik mij bezwaard voelen om bij deze organisatie weg te gaan.	☐	☐	☐	☐	☐
Ik zou graag de rest van mijn loopbaan in deze organisatie blijven werken.	☐	☐	☐	☐	☐
Eén van de redenen dat ik hier blijf werken, is dat een andere organisatie mij wellicht minder biedt.	☐	☐	☐	☐	☐
Ik vind dat mensen tegenwoordig te vaak van de ene organisatie naar de andere overstappen.	☐	☐	☐	☐	☐
Ik denk dat ik me aan een andere organisatie net zo makkelijk zou kunnen hechten als aan deze organisatie.	☐	☐	☐	☐	☐
Bij deze organisatie kan ik meer verdienen dan bij een andere organisatie.	☐	☐	☐	☐	☐
In deze tijd is het verstandig als werknemers zich met hun organisatie verbonden voelen.	☐	☐	☐	☐	☐

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Deel 3. Binden en boeien (bedijfsprocessen)

Dit gedeelte bevat enkele stellingen aan de hand waarvan een beeld van uw werksituatie bij de organisatie wordt verkregen. In hoeverre bent u het eens met onderstaande stellingen? Er wordt steeds één stelling genoemd. U moet telkens één antwoord kiezen.

Uitdaging in de baan

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Mijn werk vereist dat ik voordurend bij leer.	☐	☐	☐	☐	☐
Mijn werk is routine.	☐	☐	☐	☐	☐
In mijn werk moet ik dezelfde taken steeds opnieuw herhalen.	☐	☐	☐	☐	☐
In mijn werk heb ik te maken met problemen waar ik nooit eerder mee te maken heb gehad.	☐	☐	☐	☐	☐
In mijn werk heb ik te maken met problemen die moeilijk zijn op te lossen.	☐	☐	☐	☐	☐
Ik zou graag meer variatie in mijn huidige werk willen hebben.	☐	☐	☐	☐	☐

Autonomie

In het algemeen....	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
..... heb ik veel vrijheid in de uitvoering van mijn werk	☐	☐	☐	☐	☐
..... heb ik veel invloed op de planning van mijn werk	☐	☐	☐	☐	☐
..... kan ik zelf bepalen hoe ik mijn werk uitvoer	☐	☐	☐	☐	☐
..... kan ik zelf bepalen hoeveel tijd ik besteed aan een bepaalde taak op mijn werk	☐	☐	☐	☐	☐

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Feedback

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Ik krijg genoeg feedback van mijn leidinggevende en mijn collega's over hoe ik presteer in mijn werk.	☐	☐	☐	☐	☐
Mijn leidinggevende laat me regelmatig weten hoe goed ik mijn werk uitvoer.	☐	☐	☐	☐	☐
Mijn collega's laten mij regelmatig weten hoe goed ik mijn werk uitvoer.	☐	☐	☐	☐	☐
Mijn leidinggevende stimuleert mij om mijn werk goed te doen.	☐	☐	☐	☐	☐
Mijn collega's stimuleren mij om mijn werk goed te doen.	☐	☐	☐	☐	☐

Duidelijkheid rol

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Ik voel me zeker over de hoeveelheid gezag die ik heb.	☐	☐	☐	☐	☐
Voor de uitvoering van mijn functie bestaan heldere doelen en objectieve maten.	☐	☐	☐	☐	☐
Ik weet dat ik mijn tijd op de juiste wijze verdeel.	☐	☐	☐	☐	☐
Ik weet wat mijn verantwoordelijkheden zijn.	☐	☐	☐	☐	☐
Ik weet precies wat er van mij verwacht wordt.	☐	☐	☐	☐	☐
De uitleg over datgene wat in mijn functie gedaan moet worden is helder.	☐	☐	☐	☐	☐

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Betrokkenheid met collega's

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Ik vind het belangrijk om elkaar helpen.	☐	☐	☐	☐	☐
Wanneer ik over mijn directe collega's praat, zeg ik liever wij dan zij.	☐	☐	☐	☐	☐
We zijn samen verantwoordelijk voor een goede gang van zaken.	☐	☐	☐	☐	☐
Ik zou het altijd opnemen voor mijn directe collega's.	☐	☐	☐	☐	☐
Ik denk dat het goed is om collega's te helpen.	☐	☐	☐	☐	☐
Ik voel me op mijn gemak als ik bij mijn directe collega's ben.	☐	☐	☐	☐	☐
Ik vind het leuk om met mijn directe collega's om te gaan.	☐	☐	☐	☐	☐
Ik praat regelmatig met mijn directe collega's over dingen die niets met werk te maken hebben.	☐	☐	☐	☐	☐
Ik praat over prive zaken met mijn directe collega's.	☐	☐	☐	☐	☐
Ik ga buiten mijn werk met één of meer collega's om.	☐	☐	☐	☐	☐
Wanneer mijn directe collega's persoonlijke problemen hebben, dan trek ik dat mij aan.	☐	☐	☐	☐	☐

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Ondersteuning door leidinggevenden

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Leidinggevenden geven erkenning en vertrouwen aan degene die nieuwe kennis en vaardigheden toepassen in hun werk.	☐	☐	☐	☐	☐
Leidinggevenden stemmen de behoeften van het personeel voor persoonlijke en professionele ontwikkeling af met de mogelijkheden om trainingen te volgen.	☐	☐	☐	☐	☐
Zelfstandig en vernieuwend denken wordt aangemoedigd door leidinggevenden.	☐	☐	☐	☐	☐
Het management verwacht hoog niveau van presteren ten allen tijde.	☐	☐	☐	☐	☐
Het management verwacht voordurende technisch uitstekend en bekwaam werk.	☐	☐	☐	☐	☐

Baan ondersteuning

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Voor de organisatie is het belangrijk dat er gezocht wordt naar nieuwe technieken om het werk effectiever en beter uit te kunnen voeren.	☐	☐	☐	☐	☐
(Werk) opdrachten zijn ontworpen om persoonlijke ontwikkeling te bevorderen.	☐	☐	☐	☐	☐
Het leren van nieuwe manieren om het werk uit te voeren wordt gewaardeerd binnen deze organisatie.	☐	☐	☐	☐	☐
Werktaken bevatten mogelijkheden om nieuwe technieken en procedures te leren om de uitvoering van het werk te verbeteren.	☐	☐	☐	☐	☐
Er is binnen de organisatie een sterk geloof dat voortdurend leren belangrijk is voor succesvol functioneren.	☐	☐	☐	☐	☐

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Organisatorische ondersteuning

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
De organisatie biedt uitstekende opleidingsprogramma's.	☐	☐	☐	☐	☐
Werknemers worden verstrekt met de middelen die nodig zijn voor het verkrijgen en gebruiken van nieuwe kennis en vaardigheden.	☐	☐	☐	☐	☐
Er zijn beloningen en stimulansen voor het verwerven en gebruiken van nieuwe kennis en vaardigheden in uw baan.	☐	☐	☐	☐	☐
De organisatie beloont werknemers voor het gebruiken van nieuw verworven kennis en vaardigheden op het werk.	☐	☐	☐	☐	☐

Intentie tot vertrek

	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
Ik heb sinds mijn indiensttreding bij mijn werkgever er weleens over gedacht om ander werk te gaan zoeken.	☐	☐	☐	☐	☐
Als het aan mij ligt, zal ik over twee jaar nog bij dezelfde organisatie werken.	☐	☐	☐	☐	☐
Zodra ik de gelegenheid krijg om bij een ander bedrijf te gaan werken, grijp ik de kans.	☐	☐	☐	☐	☐
Over niet al te lange tijd ga ik weer actief op zoek naar een functie bij een ander bedrijf.	☐	☐	☐	☐	☐

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Bij de volgende stellingen kunt u nog steeds kiezen voor 5 antwoordmogelijkheden alleen houden deze iets anders in. Nu is:

- nooit
- zelden
- soms
- vaak
- altijd

Duidelijkheid organisatiedoelen

	Nooit	Zelden	Soms	Vaak	Altijd
Zijn de organisatiedoelen duidelijk voor u?					
Denkt u dat organisatiedoelen worden gebruikt om alle van dag tot dag arbeidsbeslissingen te maken?					
Denkt u dat er gedetailleerde plannen zijn voor het bereiken van de organisatiedoelen?					
Denkt u dat er een formele planning is voor het bereiken van organisatiedoelen?					

Medezeggenschap

	Nooit	Zelden	Soms	Vaak	Altijd
Kunt u de beslissingen beïnvloeden die invloed hebben op uw afdeling?					
Kunt u de beslissingen van uw leidinggevende beïnvloeden?					
Accepteert uw leidinggevende uw ideeën en suggesties?					
Bent u vrij om zelf te beslissen hoe u uw werk uitvoert?					

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Bij de volgende stellingen kunt u nog steeds kiezen voor 5 antwoordmogelijkheden alleen houden deze iets anders in. Nu is:

- zeer tevreden
- tevreden
- neutraal
- ontevreden
- zeer ontevreden

Tevredenheid met informatievoorziening

Hoe tevreden bent u met de informatievoorziening over.....	Zeer tevreden	Tevreden	Neutraal	Ontevreden	Zeer ontevreden
.... zaken die direct met uw taken te maken hebben.	☐	☐	☐	☐	☐
... zaken die met uw afdeling te maken hebben.	☐	☐	☐	☐	☐
... zaken die met De Zorgboog te maken hebben.	☐	☐	☐	☐	☐

Tevredenheid met erkenning en beloning

	Zeer tevreden	Tevreden	Neutraal	Ontevreden	Zeer ontevreden
Hoe tevreden bent u met uw salaris?	☐	☐	☐	☐	☐
Hoe tevreden bent u met uw salaris vergeleken met het salaris van andere mensen die in deze organisatie werken?	☐	☐	☐	☐	☐
Hoe tevreden bent u met de beloningen en erkenning die u krijgt voor uw prestaties in het geheel?	☐	☐	☐	☐	☐
Hoe tevreden bent u met de beloningen die u ontvangt naast u salaris?	☐	☐	☐	☐	☐

Dit is het einde van de vragenlijst. U kunt de ingevulde vragenlijst terugzenden in de bijgeleverde envelop.De resultaten van dit onderzoek zullen verschijnen in de IZI.

Hartelijk dank voor u medewerking.

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Appendix 2: Introduction letter

Beste werknemer van De Zorgboog,

Het aankomende jaar wil De Zorgboog meer aandacht gaan besteden aan leeftijdsfasebewustpersoneelsbeleid. Het is voor de organisatie belangrijk om een beeld te schetsen van de huidige situatie binnen de organisatie. Een leeftijdsbewust personeelsbeleid betekent immers dat de medewerkers langer productief, gezond, gemotioveerd en betrokken blijven bij de organisatie.

Aangezien in de komende jaren zal de vraag naar zorg alleen maar groter worden, is het belangrijk voor De Zorgboog om werknemers te behouden en nieuwe werknemers aan te trekken. Hiervoor dient de Zorgboog een aantrekkelijke organisatie te zijn en te blijven om voor te werken. Uit het literatuuronderzoek, dat is uitgevoerd voor dit onderzoek, is naar voren gekomen dat één kenmerk van aantrekkelijke organisaties is dat haar werknemers *affectief betrokken zijn* bij de organisatie. Het is voor het onderzoek dan ook belangrijk om uit te vinden *welke* vorm van betrokkenheid er is bij De Zorgboog en *in welk mate.*

Hierbij zal gekeken worden naar de verschillen tussen de leeftijdscategorieën en groepen medewerkers. Een aantal vragen komt overeen met vragen uit het medewerkerstevredenheid onderzoek. Helaas zijn de resultaten van het medewerkerstevredenheidsonderzoek niet toereikend voor dit onderzoek, omdat zij niet gelijktijdig en in deze samenhang zijn afgenomen.

Om te achterhalen waar het aan ligt of werknemers wel/niet affectief betrokken zijn bij de organisatie wordt gekeken naar de antecedenten van affectieve betrokkenheid. Antecedenten zijn zaken die vooraf gaan aan (in dit geval) affectieve betrokkenheid; die bepalen of iemand wel of niet betrokken is. Antecedenten leiden tot affectieve betrokkenheid. Bij de analyse zal gekeken worden naar de verschillen tussen de leeftijdscategorieën en afdelingen. Er zal er een duidelijk overzicht komen welke onderwerpen zich voordoen tussen de leeftijdscategorieën en of er grote verschillen bestaan waar de organisatie gericht op in kan spelen.

U bent een van de 730 werknemers die willekeurig geselecteerd is voor dit onderzoek. Aan u wordt gevraagd de bijgevoegde enquête in te vullen. De toegevoegde waarde van dit onderzoek voor uw is dat u kunt aangeven wat u mening is over uw huidige werksituatie en waar eventuele verbeteringen nodig zijn. Mede aan de hand van de door u ingevulde enquête zal het nieuwe beleid worden opgesteld die rekening houdt met de behoeften van de verschillende leeftijdsgroepen. Wanneer u de enquête invult zullen de gegevens anoniem en vertrouwelijk behandeld en verwerkt worden.

De enquête bestaat uit 3 delen. Deel 1 zal bestaan uit vragen over algemene persoonskenmerken. Het tweede deel bestaat uit vragen die betrekking hebben op betrokkenheid bij de organisatie. Het kan zijn dat u deze vragen bij eerdere enquêtes bent tegen gekomen. Ik wil u echter toch verzoeken deze vragen in te vullen omdat deze nodig zijn om een goed beeld te krijgen van de huidige situatie binnen de organisatie. Het derde en laatste deel bevat vragen over

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bedrijfsprocessen (antecedenten van affectieve betrokkenheid). Hierbij zal gekeken naar een aantal arbeidskenmerken maar ook naar eventuele groeimogelijkheden.

Ik wil u er nogmaals op wijzen dat wanneer u de enquête invult de gegevens anoniem en vertrouwelijk behandeld en verwerkt zullen worden. De gegevens zulen enkel en alleen gebruikt worden voor dit onderzoek. Mocht u vragen hebben over de vragenlijst of het onderzoek dan kunt u een mail sturen naar:
b.g.vanveldhuizen@student.utwente.nl

Bij voorbaat dank voor uw medewerking,

Brenda van Veldhuizen

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Appendix 3: Announcement

Onderzoek binden en boeien van werknemers van alle leeftijden

De komende jaren zal de vraag naar zorg alleen maar toenemen. Voor De Zorgboog is het belangrijk haar werknemers te binden en nieuwe werknemers aan te trekken. Daarvoor wil De Zorgboog een aantrekkelijk werkgever zijn; een werkgever waar medewerkers graag voor werken en waar potentiële medewerkers graag komen werken.

Het aankomende jaar wil De Zorgboog meer aandacht gaan besteden aan leeftijdsfasebewustpersoneelsbeleid. Hierbij zal de organisatie proberen in te spelen op de verschillende behoeften en wensen van werknemers in de verschillende leeftijdscategorieën. Het is voor de organisatie belangrijk om een beeld te schetsen van de huidige situatie binnen de organisatie. Om de huidige situatie in kaart te brengen zal er in de maand mei een enquête gehouden worden onder 730 willekeurig geselecteerde werknemers. Hierbij zal er gekeken worden naar de verschillen tussen de leeftijdscategorieën en afdelingen. Aan de hand van de resultaten van dit onderzoek zal duidelijk worden aan welke punten de organisatie gericht aandacht moet besteden.

De waarde van dit onderzoek voor u persoonlijk is dat u uw mening kunt geven over een aantal onderwerpen en u ook kunt aangeven waar eventuele verbeteringen in uw ogen mogelijk zijn. Mede aan de hand van de door u ingevulde vragenlijst wordt een basis gelegd voor nieuw beleid. De verkregen resultaten zullen de gegevens anoniem en vertrouwelijk behandeld en verwerkt worden. Zodra de resultaten van het onderzoek bekend zijn zullen deze voor u ter kennisneming geplaatst worden in de IZI.

Brenda van Veldhuizen stagiaire afdeling HRM

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